The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta

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Abstract:- Performance is the result obtained by an organization from both profit oriented and non profit oriented that is produced over a period of time. This research was conducted at Politeknik LP3I Jakarta involving the employees, researchers wanted to know the factors that affect employee performance and limit the compensation, work environment and training. The sample collection method used the proportional stratified random sampling technique involving 81 respondents. This research was conducted quantitatively with multiple linear regression analysis method. The results showed that 81.7% of employee performance was influenced by compensation variables, work environment and training. The remaining 18.3% is influenced by other factors which were not included in this study such as work motivation, discipline and employee engagement. Compensation, work environment and training have a significant effect on the performance of Politeknik lP3I Jakarta employees. This means that the greater the influence of compensation, work environment and training, the higher the employee's performance.

Keyword:- Compensation, Work Environment, Training and Employee Performance.

I.　INTRODUCTION

　　Human Resources (HR) are needed in organizations or companies because the presence of HR can help every step or job in the organization/ company. Good performance in an organization depends on the quality of human resources, both individually and in groups. It is because the quality of good human resources will support the performance of a good organization.

　　Politeknik LP3I Jakarta is an organization engaged in vocational higher education. According to the performance of employees assessment report at the Politeknik LP3I Jakarta, it showed a downward trend in 2017. This is based on the annual List of Job Achievement Assessments as a measurement of the performance of employees. The grades from 1 to 5 indicates the category of bad to good. The minimum standard in performance appraisal is 4.
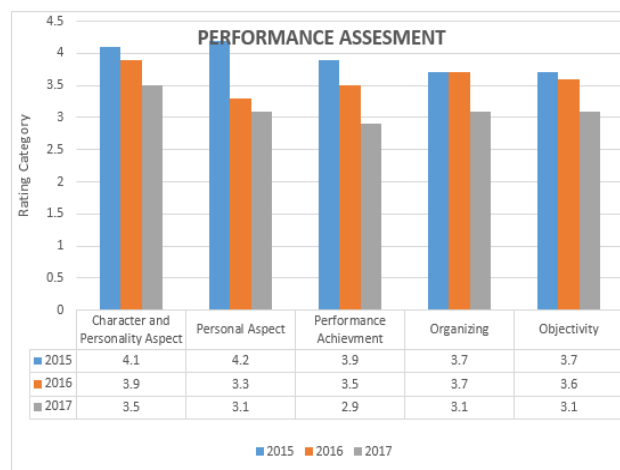

Fig 1:- Chart of Employee Performance Assessment
Source: Secondary Data (HRD), 2017

　　From Figure 1, performance achievements over the past 3 years, namely 2015 to 2017 experienced a downward trend. Many factors are thought to affect employee performance, as well as at the Politeknik LP3I Jakarta. Based on previous research there are several factors that influence employee performance are as follows: employee engangement, work environment, compensation, training, work motivation and work discipline.

　　From the reference, pre-research is carried out, the results of which can be seen from table 1 as follows:

No.	Variable	Mean
1.	Employee Engangement	3,70
2.	Work Environment	2,49
3.	Compensation	2,32
4.	Training	2,56
5.	Work Motivation	3,73
6.	Work Discipline	4,46

Table 1:- Varibel that Effect Performance
Source: Primary Data pre-research, 2018

The pre-research results show the variables that have a mean value below 3 are compensation have mean of 2.32, the mean work environment variable is 2.49, and the mean training related variable is 2.56. Thus, it can be concluded that it is assumed that the variables that influence the decline in the performance of Politeknik LP3I Jakarta employees are compensation, work environment and training so that more in-depth research is needed to know this.

II. THEORETICAL REVIEW

A. Compensation

According to Hasibuan (2014: 118) Compensation is all income in the form of goods, goods directly or indirectly received by employees in return for remuneration given to companies.

According to Mondy and Martocchio (2016: 247) interpreting Compensation is the total of all awards given by the company to employees in return for employee services that have been given to the company.

According to Dessler (2010: 346) suggests: Compensation includes all forms of wages paid to employees arising from their work.

From some of the meanings above, it can be concluded that compensation in the form of wages or in the form of allowances or facilities that are valued with money and given regularly by the company to its workforce compensation management has a crucial and functional role because it is the heart of human resource management. The financial and non-financial compensation models are related to the performance of employees and executives.

B. Work Environment

According to Sedarmayati (2011: 21): Work environment is the entire tooling equipment and materials faced by the surrounding environment where a person works, the method of work, and work arrangements both as individuals and as a group.

Ismiyanto (2014: 13) defines: Work environment is everything that exists around workers who can influence themselves in carrying out their assigned tasks.

According to Nitisemito (2009: 39), companies should be able to reflect conditions that support cooperation between supervisors, subordinates and those with the same position status in the company. Conditions that should be created are a family atmosphere, good communication, and self-control.

C. Training

According to Sims in Tahir (2014: 89) that training and development is not only beneficial for organizations but also for individual employees.

According to Aguinis & Kraiger in Subari and Raidi (2015: 136) training is defined as a systematic approach that has an impact on increasing knowledge, skills and attitudes in order to increase the effectiveness of individuals, teams, and organizations.

Bernardin and Russel in Kunartinah and Sukoco, (2010: 77) state that training is every effort to improve the performance of workers on certain jobs that are being held responsible, or one job that has to do with his work.

Based on several theories above, it can be concluded that training is a process to improve the quality of human resources or employees owned. Expected improvements are increased knowledge, skills improvement and behavioral enhancement where the results of quality improvement are aimed at achieving organizational goals.

D. Employee Performance

According to Sedarmayanti (2011: 54): Increased employee performance can be seen from the increase in achievement of the success of the organization that can achieve predetermined organizational goals.

According to Dessler (2010: 33): Performance is a work performance, namely a comparison between work results with set standards, both in quantity or quality of work results of individuals or groups in organizations in carrying out basic tasks and functions that are guided by normal, operational standards procedures criteria and predetermined or applicable measures in the organization.

Performance is individuals affected by the effort, ability and the environmental situation (Riyanto: 2016).

E. Previous Research

There are several studies of factors in the theoretical review above. A study from Thaief, Ilham (2015) found that compensation has a positive and significant effect on employee performance. In terms of the work environment, Zaid, Milis and Benerjee (2017) found that the work environment showed a positive relationship to employee performance appraisal. While in training, Rahma Sari Dewi (2017) found that training had a positive and significant influence on employee performance.

F. Conceptual Framework

Based on the results of theoretical research and previous research on the effect of compensation, work environment and training on employee performance, the authors developed the framework in Figure 2.
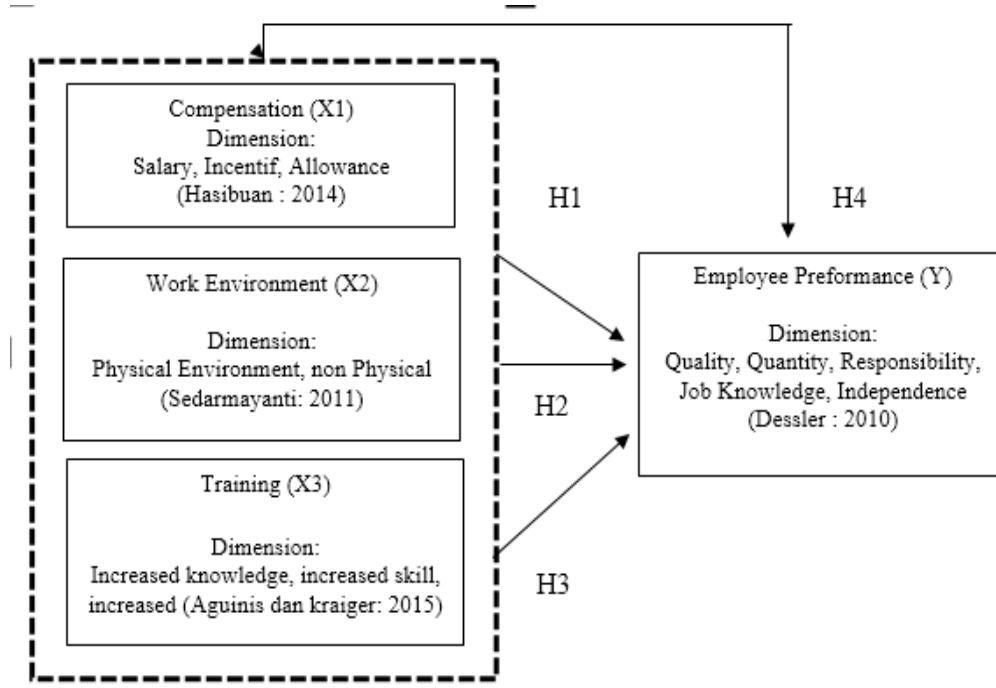
Fig 2:- Conceptual Framework

G. Hypothesis

Based on the model framework above, hypothesis can be arranged as follows:

➢ Compensation has a positive and significant effect on the Employee Performance of the Politeknik LP3I Jakarta.
➢ Work Environment has a positive and significant effect on the Employee Performance of Politeknik LP3I Jakarta.
➢ Training has a positive and significant effect on the Employee Performance of the Jakarta Politeknik LP3I Jakarta.
➢ Compensation, Work Environment and Training simultaneously have a positive and significant effect on Employee Performance of Politeknik LP3I Jakarta.

III. METHODOLOGY

Based on the frame of mind, the purpose of this study is to gain an understanding of the effects of compensation, work environment and training on performance. This study uses descriptive research methods with quantitative approaches. Descriptive methods are used to describe the phenomena that occur in this study and quantitative methods are used to explain the relationship between research variables.

A. Population Dan Sample

The target population in this study were all permanent and contracted Politeknik LP3I Jakarta employees who had received training located at Jalan Kramat Raya No. 7-9 Blok A1, Senen-Jakarta Pusat. This study used sampling techniques, namely: proportioned stratified random sampling which is a sampling technique with regard to a level (strata) in the population element.

The size of the sample in this study researchers used sample calculations developed by Slovin with the error rate used in sampling is 10%. With a population (N) of 415 people, a sample of 81 people was obtained.

B. Method of Collecting Data

Primary and secondary data were used for this study. The instrument in this paper is data collection techniques, namely literature studies, documentation and questionnaires

C. Data Analysis Method

Data analysis techniques are used to test hypothesis. The statistical test tool used is multiple linear regression. Processing data using several analyzes, namely, test validity and reliability testing.

IV. RESULTS AND DISCUSSION

A. Validity dan Reliability

Validity states accuracy or accuracy. The higher the accuracy of the data that occurs in the object of research with the data reported by the researcher, the higher the validity of the data. The test is done using Pearson Product Moment Correlation, if r count> r table (df = n-2 = 81-2 = 79) = 0.2185 then it is interpreted valid. The following are the results of the validity test for the variable Compensation (X1), Work Environment (X2), Training (X3), and Employee Performance variables (Y) as explained in table below.

Variable	Number of statements	Range of Values (r Count)	Requirement	Description
Compensation (X1)	9	0.565 – 0,740	> 0.2185	Valid
Work Environment (X2)	8	0.642 – 0,794	> 0.2185	Valid
Training (X3)	9	0.573– 0,747	> 0.2185	Valid
Employee Performance (X4)	9	0.571 – 0,654	> 0.2185	Valid

Table 2:- Validity Test Results

Reliability is related to the test of consistency and predictability of measurement instruments. This compares the value of Cronbach Alpha with the value of the requirements. The value of the Cronbach Alpha value requirement is at least 0.8. If the value generated from the SPSS calculation is greater than 0.8 then the questionnaire is reliable, whereas if the opposite is not reliable as explained in table below.

Variable	Value Cronbach's Alpha	Requirement	Information
Compensation	0.815	> 0.8	Reliable
Work Environment	0.856	> 0.8	Reliable
Training	0.841	> 0.8	Reliable
Employee Performance	0.801	> 0.8	Reliable

Table 3:- Reliability Test Results

B. Normality Test

The normality test aims to test whether in the dependent variable regression model and the independent variable both have a normal distribution or not. A good regression model is to have a normal or near normal distribution. The trick is to look at the Normal Probability Plot image. It can be said if the data points spread around the diagonal line and follow the direction of the diagonal line.
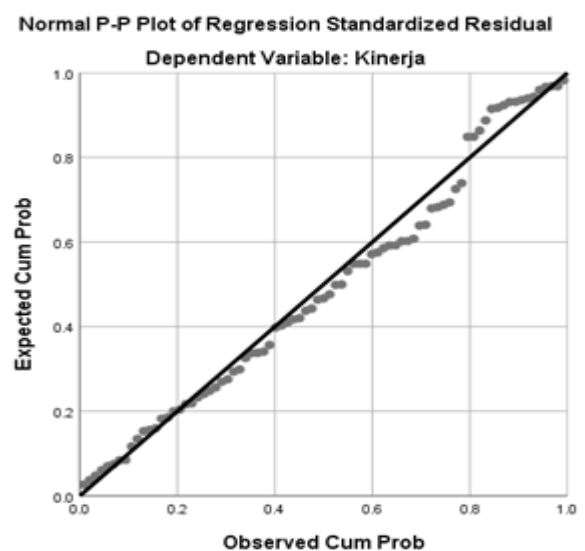.

Fig 3:- Normality Test Result

The assumption of normality in figure 3 shows that the data on the histogram graph follows the normal line, and the distribution of data in the normal P-Plot graph is located along the diagonal line. This means that the tested data has a normal distribution. Furthermore, the basis for decision making on the above normality test is as follows: If the significance number of the Kolmogorov-Smirnov Test is Sig 5 0.05 then the data is normally distributed. From the results of the Data Normality Test, the significant value obtained is 0.082 and greater than $\alpha = 0.05$. Therefore, the tested data has a normal distribution.

C. Multicollinearity Test

The assumption of multicollinearity test is used to measure the level of association, closeness of relations or linear relationships between independent variables. One of the commonly used multicollinearity tests is the Variance Inflation Factor (VIF) test, if the VIF value is above the X variable <10 then multicollinearity does not occur.

Coefficients[a]		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
(Constant)		
Compensation	0.385	2.600
Work Environment	0.413	2.421
Training	0.406	2.465
Dependent Variable: Employee Performance		

Table 4:- Multicollinearity Test Result

The test results on table 4 show that the correlation value is greater than 0.1 and the VIF value for each independent variable is less than 10. This shows that multicollinearity does not occur because tolerance values are greater than 0 and VIF values are less than 10.

D. Heteroscedasticity Test

Multiple regression equations need to be tested whether or not the variant of the residual observation is one with the other observations. If the residual has the same variant, then it is called homoskedasticity whereas if the variant is not the same it is called heteroscedasticity. A good regression equation is if heteroscedasticity does not occur. Heteroscedasticity testing is done using Scatter Plots.
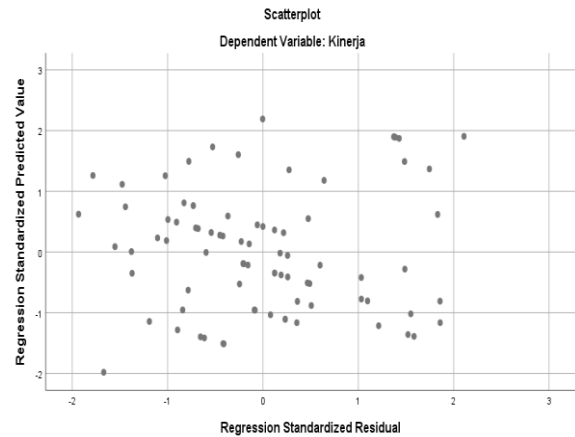

Fig 4:- Heteroscedasticity Test Result

From figure 4 can be seen, the test results show points spread randomly, and do not form a specific pattern. This, it can be concluded that the data tested is free from the assumption of heteroscedasticity.

E. Multiple Linear Regression Analysis

The data analysis technique used in this study is multiple linear regression analysis, which is used to determine the effect of the independent variables with the dependent variable. The use of multiple linear regression because this study uses more than one independent variable, including Compensation (X_1), Work Environment (X_2), and Training (X_3) to determine the effect on the dependent variable, namely Employee Performance (Y). The results of multiple value regression analysis can be seen as follows:

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.718	0.101		17.023	0.000
	Compensation	0.215	0.051	0.328	4.257	0.000
	Work Environment	0.182	0.038	0.355	4.776	0.000
	Training	0.184	0.043	0.324	4.317	0.000

a. Dependent Variable: Performance

Table 5:- Multiple Linear Regression Analysis Result

Based on table 5, the following multiple linear regression equations are obtained:

Performance (Y) = 1,718 + 0,215 X_1 + 0,182 X_2 + 0,184 X_3;

Can be interpreted as follows:

➤ *Constants a = 1.718.*

➤ *Compensation (X1)*

Having a value of $\beta1 = 0.215$ means that the Compensation variable has a positive effect on the Employee Performance variable and if the Work and Training Environment is considered zero (no or not done), the Compensation variable will increase the Employee Performance variable by 21.5%.

➤ *Work Environment (X2)*

Having a value of $\beta2 = 0.182$ means that the Work Environment variable has a positive effect on Employee Performance variables and if Compensation and Training are considered zero (none or not done), the Work Environment variable will increase the Employee Performance variable by 18.2%.

➤ *Training (X3)*

Having a value of $\beta3 = 0.184$ means that the Training variable has a positive effect on Employee Performance variables and if Compensation and Work Environment are considered zero (none or not done) then the Training variable will increase the Employee Performance variable by 18.4%.

F. Determination Coefficient Test (R²)

The coefficient of determination (R^2) basically measures how far the model's ability to explain the variation of the dependent variable. The coefficient of determination is between 0 and 1. The small R^2 value means that the ability of independent variables to explain the variation of the dependent variable is very limited. Values close to 1 independent variables provide almost all the information needed to predict variations in the dependent variable.

From the results of the regression analysis, a summary of the output model can be seen as follows:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908ᵃ	0.824	0.817	0.148
a. Predictors: (Constant), Compensation, Training, Work Environment,				
b. Dependent Variable: Performance				

Table 6:- Determination Coefficient Test Result (R²)

Based on table 6 above, it is known that the Adjusted R Square value = 0.817. This shows that 81.7% Employee Performance (Y) is influenced by the Compensation variable (X1), Work Environment variable (X2), and Training variable (X3) while the rest (100% - 81.7%) is 18.3 % Employee Performance (Y) is influenced by other factors outside of this study.

G. F Test

F test or regression coefficient test together is used to find out whether the independent variables together have a significant effect on the dependent variable. Testing uses a significance level of 0.05. Simultaneous regression tests (F Test) can be formulated as follows: If Sig. <0.05 Then H0 is rejected, and Ha is accepted (significant). If Sig. > 0.05 Then H0 is accepted, and Ha is rejected (not significant).

Based on column F, the calculated F value of 120.075 in the Sig column is the value of probability or significant at 0.000 or 0% significance. The Ftable value for the significance level (α) = 5% two tailed with sample 81 obtained df numerator using k-1 or the number of variables minus 1 df numerator 4-1 = 3, and df the denominator uses nk or number of samples minus the number of variables df denominator 81-4 = 77, then obtained Ftable is 2.72. Assessment is based on the F test, if Fcount> Ftable then H0 is rejected means significant, from the calculation of the results of the above analysis is 99.884> 2.72 then H0 is rejected means significant. Based on the probability, if <0.05 then H0 is rejected, the analysis results obtained by the value 0,000 <0.05 means that H0 is rejected and Ha is accepted. Thus it can be concluded that compensation (X1), work environment (X2) and training (X3) simultaneously have a significant effect on employees' performance (Y) of Politeknik LP3I Jakarta.

H. t Test

The t test is carried out as a hypothesis testing to determine the effect of each independent variable individually on the dependent variable. To calculate the t-table used the provisions df = (nk) = 81 - 4 = 77, the value of t-table with df = 77, and α = 0.05 is 1.99 at the level of significant (α) of 5% (level error 5% or 0.05), or 95% confidence level or 0.95, so if the error rate of a variable is more than 5% it means that the variable is not significant. The way of decision making is: If the probability / significant> 0.05 or t count <t table, Ha is rejected. If the probability / significant is <0.05 or t count> t table, Ha is accepted.

Testing the hypothesis or t test in this study are as follows:

➢ Data shows that the relationship between Compensation (X1) and Employee Performance (Y) is significant with t-count of 4.257 (t-count> t table (df = 77) = 1.99) and Sig. = 0,000. The coefficient value is positive which is equal to 0.215 which indicates that the direction of the relationship between Compensation (X1) and Employee Performance (Y) is positive. Thus the hypothesis 1 in this study which states that "Compensation (X1) has a significant effect on Performance (Y) Employees of the Jakarta LP3I Polytechnic "Accepted".

➢ Data shows that the relationship between Work Environment (X2) and Employee Performance (Y) is significant with t-count of 4.776 (t-count> t-table = 1.99) and Sig. = 0,000. The coefficient value is positive which is equal to 0.182 which indicates that the direction of the relationship between the Work Environment (X2) and Employee Performance (Y) is positive. Thus the hypothesis 2 in this study which states that Work Environment (X2) has a significant

effect on Performance (Y) of LP3I Jakarta Polytechnic Employees" accepted.

➢ Data shows that the relationship between Training (X3) on Employee Performance (Y) is significant with t-count of 4.317 (t-count> t-table = 1.99) and Sig. = 0,000. The coefficient value is positive which is equal to 0.184 which indicates that the direction of the relationship between Training (X3) and Employee Performance (Y) is positive. Thus the hypothesis 3 in this study which states that "Training (X3) has a significant effect on the Performance (Y) of LP3I Jakarta Polytechnic Employees" is accepted.

From the explanation above, it can be concluded that Hypothesis I, Hypothesis II and Hypothesis III can be accepted.

I. Interdimensional Correlation Analysis

Interdimensional correlation analysis is used to determine the relationship between the dimensions of Compensation, Work Environment, and Training on Employee Performance. The results of the correlation between dimensions can be seen from table 7.

Correlations							
Variable	**Dimension**		**Perfomance (Y)**				
			4.1 Quality	**4.2 Quantity**	**4.3 Responsibility**	**4.4 Job Knowledge**	**4.5 Independence**
Compensation (X1)	1.1 Salary	Pearson Correlation	.374**	.362**	.570**	.474**	**.241***
	1.2 Incentive	Pearson Correlation	**.664****	.549**	.543**	.534**	.479**
	1.3 Allowance	Pearson Correlation	.430**	.366**	.458**	.382**	.311**
Work Environment (X2)	2.1 Physical Environment	Pearson Correlation	.493**	.508**	.566**	.566**	**.472****
	2.2 Non Physical Environment	Pearson Correlation	.549**	**.604****	.528**	.602**	.499**
Training (X3)	3.1 Increased Knowledge	Pearson Correlation	.400**	.509**	.542**	.501**	.529**
	3.2 Increased Skill	Pearson Correlation	.471**	.484**	**.577****	.518**	.473**
	3.3 Increased Attitude	Pearson Correlation	**.420****	.531**	.551**	.551**	.550**
N			81	81	81	81	81
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Table 7:- Interdimensional Correlation Analysis
Source: Analysis regression

J. Discussion

The results of this study indicate that compensation has a positive and significant effect on the performance of Politeknik LP3I Jakarta employees with t count = 4.257> t table = 1.99006 and Sig. 0.000 <0.05, this shows that if

compensation increases, employee performance will also increase by 0.328. Based on table 7 above, it is known that the greatest correlation value is the Incentive dimension with the quality dimension. The lowest dimension correlation test results are indicated by the dimensions of

salary to employee performance in relation to independence. This explains that the independence of a person in solving problems arises because awareness of the importance of the completion of each job and the problem in performance does not depend on the size of the salary received.

The work environment has a positive and significant influence on the performance of Politeknik LP3I Jakarta employees. This can be seen t count = 4.776> t table = 1.99006 and Sig. 0.000 <0.05, this indicates that if the work environment increases, employee performance will also increase by 0.355. Testing the correlation of work environment variables is known that it is known that the greatest correlation value between the dimensions of the Non Physical Environment with the Quantity dimension. The lowest dimension correlation test results are shown by the dimensions of the physical environment on employee performance in relation to independence.

Training has a positive and significant influence on the performance of Politeknik LP3I Jakarta LP3I. This can be seen t count = 4.317> t table = 1.99006 and Sig. 0.000 <0.05, this indicates that if training increases, employee performance will also increase by 0.324. The results of correlation between dimensions can be seen that the greatest correlation value is between the dimensions of Skill Improvement and the dimensions of Responsibility. The results of the lowest dimension correlation test are shown by the dimensions of behavior improvement towards quality. This shows that the performance quality of Jakarta LP3I Polytechnic employees is basically not based on training because they assume that improving behavior in performance is not based on the training provided.

The three variables, namely compensation, work environment and training have a positive effect which indicates that all changes occur along with changes in employee performance. Seeing the magnitude of the influence of these three variables on employee performance can provide a view for the Politeknik LP3I Jakarta to pay attention to these three variables.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions
Based on the results of the analysis and discussion described in the previous chapter, conclusions can be drawn as follows:

➢ There is a positive and significant influence between compensation for Employee Performance at the Poliktenik LP3I Jakarta. Based on the dimensions of incentives explained that the rewards provided by the company can increase the morale of an employee and encourage to do the work and duties and responsibilities properly.
➢ There is a positive and significant influence between the work environment on Employee Performance at the Poliktenik LP3I Jakarta. From the results of research that show that in carrying out work, not only related to the physical environment, but also the non-physical

environment that is related to good communication relations between superiors and colleagues, can help in the completion of the quantity of work which also provides good quality .
➢ There is a positive and significant influence between training on Employee Performance at the Poliktenik LP3I Jakarta. A strong correlation between training on the dimensions of increasing skills and employee performance on the dimensions of responsibility. The correlation illustrates that the training followed by employees can improve skills so that it has an impact on employee performance in terms of responsibility in completing each task and work.
➢ Simultaneously compensation, work environment and training have a positive and significant effect on employee performance at Politenik LP3I Jakarta.

B. Suggestions
Suggestions that can be submitted based on the analysis that has been carried out in accordance with the results of the research are:

➢ The work environment has an influence on the employees performance of Poliktenik LP3I Jakarta, companies need to do:

• Make a compensation base on performance policy.
• Provide performance benefits in accordance with the achievement of work targets.
• Providing support in the form of benefits and incentives to employees who want to upgrade their knowledge through self-development programs both internal and external.
• Control the increase in the achievement of employee performance targets both in quantity and quality and provide compensation in accordance with the increase in targets that have been achieved.

➢ The work environment has an influence on the employees' performance of Poliktenik LP3I Jakarta, therefore the organization needs to do:

• Conduct regular briefings on the utilization of all company facilities.
• Improve communication between employees
• Form a Focus Group Discussion team
• The leadership needs to support the improvement of methods that are effective in carrying out work

➢ Training has an influence on the employees performance of Poliktenik LP3I Jakarta, therefore organizations need to do:

• HR Management collaborates with management Training to fill the skills employees must have in their current position.
• b. HR management should consider the training provided to employees according to their knowledge and skills needs.
• Establish a training for trainer system.

- The leadership in each work unit periodically evaluates the results of the training.

➢ To improve the employees' performance of Poliktenik LP3I Jakarta through compensation, work environment and training can be done by: Regularly controlling and evaluating through the achievement of employee performance through OKR (Objective and Key Results) that become the standard in achieving work program targets.

C. For Further Research

It is expected to be able to conduct more extensive and in-depth research on improving the employees performance of Poliktenik LP3I Jakarta from other variables that have not been studied by the author. This is because there are other variables that are not known simultaneously which indicate that there are other factors that are significant in influencing the performance of the Poliktenik LP3I Jakarta. The variables suggested for further research are employee engangement, work discipline, work motivation or other variables.

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