THE INFLUENCE OF WORK MOTIVATION, COMPENSATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT PRASETIA DWIDHARMA JAKARTA

UNDERGRADUATE THESIS

Submitted to fulfil requirement to achieve bachelor degree

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MANAGEMENT STUDY PROGRAM
JAKARTA GLOBAL UNIVERSITY
2023

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FOREWORD

Praises and gratitude are extended to the presence of Allah SWT for His abundant blessings upon the author, enabling the completion of this thesis smoothly. This thesis entails an analysis of the influence of work motivation, compensation, and the work environment on employee performance at PT Prasetia Dwidharma Jakarta. It is important for the author to express gratitude to various parties who provided guidance and prayers throughout the process of compiling this thesis. Therefore, the author would like to say thank you to:

1. The author's parents, Anggraini, Mala Ayoe, and Thomas Gerard, who have provided all forms of support, both moral and material, in the author's life, including the preparation and completion of this thesis. Thank you for the prayers, support, and unconditional love given to the author at all times.

2. Yuni Pambreni, S.S.T., M.Mgt, and Dwi Rachmawati S.S.T., M.Mgt, as supervisors in the writing of this thesis. Many thanks for the guidance, time, and knowledge provided to the author, which greatly assisted in the preparation of this thesis. Thank you very much.

3. All lecturers and staff of the Management Study Program at Jakarta Global University who have shared valuable knowledge and experiences with the author during their studies at the Management Study Program in Jakarta Global University.

4. PT Prasetia Dwidharma, especially Mrs. Maya Saselah, who granted permission for the research and provided the necessary data. Thank you very much.

5. Aditya Mahardika Laksmana, Sultan Jadiel Athalla, Adhiatma Dzaky Nathamulya, as the author's best friends who always accompany, entertain, and support the author in every situation. Thank you for listening and supporting the author.

6. Sekar Ayu Widodari, Adelia Tien Novianti, Rosmalia Ningsih, Rayeskana Istighfarkhan Jaysan, and other friends from Jakarta Global University's Management Study Program whose names cannot be mentioned one by one

but have had enjoyable experiences during the study. Thank you for the assistance, guidance, and moments shared with the author.

Finally, the author hopes that this thesis will be beneficial to the readers. The author is aware that there are still many mistakes in this thesis. For better results, the author hopes for input and suggestions from the readers. Thank you.

Depok, February   , 2024

Canthika Aulia Varsha

TABLE OF CONTENT

ABSTRACT

This research aims to investigate the influence of work motivation, compensation, and work environment on employee performance at PT Prasetia Dwidharma Jakarta. The research method employed is quantitative, involving the distribution of questionnaires to 90 respondents from various divisions within the company. The collected data were analyzed using multiple linear regression with SPSS version 26. The results indicate that work motivation, compensation, and the work environment partially have a positive and significant impact on employee performance. Collectively, these three variables simultaneously have a significant influence on employee performance, with an adjusted R square value of 26.1%. Suggestion from the study are the company can pay attention to the individual needs of employees, enhance workplace safety, and continually monitor and improve these factors to achieve better work performance in the future.

Keyword : Work Motivation, Compensation, Work Environment, Employee Performance

CHAPTER I

INTRODUCTION

1.1 Background

Human Resources (HR) serves as the nucleus of any company or organization, playing a pivotal role with a significant impact on all company activities. According to Jannah (2022), a company will not be able to add value or generate profits without its human resources. Therefore, company management must be able to optimize and maximize its resources, especially especially now that company competition is very fierce. Extra attention is needed for companies to plan resource strategies because planning and implementation must be supported by precise, careful analysis and objective performance assessment.

PT Prasetia Dwidharma is a telecommunications and infrastructure contracting company that was established in 2008. It currently employs 90 individuals across various divisions. The company specializes in providing comprehensive construction services, encompassing planning, construction, mechanical, and electrical work. This includes the construction of BTS towers, BTS tower co-location, site acquisition (SITAC), as well as maintenance and repair services. As a company that has been established for a long time and has high hopes in improving infrastructure in Indonesia, PT Prasetia Dwidharma expects qualified and committed employees in order to achieve goals. Therefore, PT Prasetia Dwidharma always measures and evaluates the performance of their employees through a Key Performance Indicator or KPI.

According to Nur'aini (2019), Key Performance Indicators (KPI) can be defined as quantifiable performance metrics employed as standards for gauging success, spanning from individual performance to the organizational level. In Khaerana's study (2020), as cited by Fahmi, performance is defined as the outcome generated by organizations or companies, whether they are profit-oriented or non-profit-oriented, over a specific period. The company's success hinges on the efficiency and effectiveness of its employees in pursuit of predefined objectives. In line with this, according to Abeysinghe & Wijensinghe (2020), performance

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represents both the quality and quantity expected from employees in carrying out their assigned responsibilities. Consequently, performance denotes the results attained by employees within a company, aligning with their prescribed duties and obligations.

At the moment, employee performance at PT Prasetia Dwidharma is experiencing fluctuating conditions. Below are the performance evaluation results of employees from various departments at PT Prasetia Dwidharma presented in the table below :

Table 1.1 PT Prasetia Dwidharma's KPI for The Past 3 Years

No.	Departments	Average Score in 2021	Average Score in 2022	Average Score in 2023
		Achievement	Achievement	Achievement
1	Administration	87,8%	85,2%	80%
2	Procurement	89%	80%	75%
3	Tax	94%	93,5%	90%
4	General Affairs	87%	89%	90,1%
5	Marketing	96,5%	97%	89%
6	Logistic	92%	90,6%	87%

(Primary data source: PT Prasetia Dwidharma 2023)

Based on the table above, it shows the average performance evaluation results of employees at PT Prasetia Dwidharma for the years 2021-2023. It can be seen from the table above that PT Prasetia Dwidharma has different employee performances across various departments, such as departments with good scores being General Affairs. Meanwhile, departments that received low scores are in the Administration, Procurement, Tax, Marketing, and Logistic department, which shows a consistent decline in performance evaluation over the years. And here are the performance evaluation results of employees in the production department presented in the table below:

Table 1.2 Employee Performance at PT Prasetia Dwidharma for The Past 3 Years

No	KPI	Average Score In 2021		Average Score in 2022		Average Score In 2023	
		Achievement	Score	Achievement	Score	Achievement	Score
1	Quality of the work	86%	82	89,5%	87	85%	81
2	Quantity of the work	89%	85	88%	88	88.5%	88
3	Dicipline	94%	91	92%	90	86%	85
4	Independence	88%	86	85%	83	80%	78
5	Integrity	91%	89	90%	89	90%	89
6	Responsibility	89%	85	86%	82	83%	80

(Primary data source: PT Prasetia Dwidharma 2023)

According to PT Prasetia Dwidharma's KPI over the past 3 years, it shows that the performance evaluation of employees in various departments has been experiencing suboptimal performance from year to year. The quality of work experienced an increase in 2022 but saw a significant decline in 2023. Meanwhile, the increase in the employees' performance indicator for work quantity from 2021 to 2023 was not substantial. However, the indicators for discipline, independence, and responsibility saw a significant decrease, decreasing by 3% - 5% each year. Based on the interview, the company's policy regarding the standard KPI that employees must achieve on average is 89% of all aspects including quality, quantity, discipline, independence, integrity, and responsibility. Meanwhile, the average performance results of the employees over the past 3 years have been below the company's policy. Therefore, an evaluation of the factors causing this decline is needed to determine the factors affecting the decrease in employee performance. Research conducted by (Trisna & Guridno, 2021) identifies several factors that significantly contribute to the enhancement of employee performance, which include providing appropriate compensation, fostering motivation, and establishing a conducive work environment.

Work motivation plays a crucial role in fostering employee morale and driving them to compete with enthusiasm to achieve their company's objectives. Companies rely on their employees to deliver in order to attain the desired

performance levels. According to Noor in (Jufrizen & Sitorus, 2021.) work motivation is a mental or emotional state that propels or excites an individual to carry out their assigned tasks, enabling them to achieve their organizational objectives. Then according to Sitorus (2020) work motivation is a person's desire that can arouse enthusiasm and desire to help direct and maintain behavior in order to achieve goals or desires in accordance with the scope of work. According to table 1.2 It can be observed that KPI's indicator of discipline, independence, and responsibility have experienced a significant decline, although an employee is expected to maintain their discipline, independence, and responsibility towards their work. This data supported by interview findings conducted by the researcher with one of the managers at PT Prasetia Dwidharma Jakarta. Employees tend to slack off at work, arrive late, and feel a lack of motivation to perform their tasks. Based on Table 1.2. Employee Performance at PT Prasetia Dwidharma for The Past 3 Years, the quality of work produced by employees experienced an increase in 2022 but a rather decline in 2023. The discipline KPI indicator experienced a significantly larger decline compared to other assessment indicators, amounting to 8% from 2021 to 2023. Lack of motivation is one of the reasons for employees to improve and maintain their performance so they can achieve the KPI's indicators.

Compensation, which is the second factor under examination, represents a vital component of the company's policies in the form of rewards for employees' demonstrated performance. It encompasses various forms of compensation, including bonuses, awards, base salaries, incentives, and the provision of goods or facilities by the company, all of which constitute integral aspects of the working relationship between employees and the company. According to Afandi (2021) compensation is all income in the form of money, direct and indirect goods received by employees in return for services provided to the company, with indicators of wages / salaries, incentives, allowances and facilities. Hasibuan (2019) stated that compensation is all income in the form of money, and goods, directly received by employees in return for services provided to the company.

Table 1.4. Average Salary Data PT Prasetia Dwidharma Jakarta

Position	Average Salary
Supervisor	Rp. 7,000,000 - 7,500,000
Assistant Supervisor	Rp. 6,000,000 - 6,500,000
Senior Staff	Rp. 5,500,000 (Max)
Staff	Rp. 4,750,000 (Max)

(Primary data source: PT Prasetia Dwidharma)

The data presented above illustrates that employee compensation at PT Prasetia Dwidharma Jakarta primarily takes the form of salaries. This study indicates that PT Prasetia Dwidharma tends to offer salaries to its employees at conventional standards. According to Fai (2023), the DKI Jakarta Provincial Government set the 2023 regional minimum wage at Rp. 4,901,789. The basis for setting the Jakarta Provincial Minimum Wage (UMR) in 2023 is Minister of Manpower Regulation Number 18 of 2022 concerning the determination of the Provincial Minimum Wage (UMP). Given that PT Prasetia Dwidharma Jakarta operates in the telecommunications and contracting industry, one might expect employees to receive relatively higher salaries. For instance, the average salary for supervisory-level employees in the telecommunications industry is reported to be Rp. 8,000,000 per month, according to Karnadi (2022).

Additionally, another issue arises from excessive working hours and days, which affects the quality of employee performance. There is an issue of overtime work where employees are forced to work on holidays, resulting in a decrease in the quality of work due to the lack of rest days. According to UU No. 11/2020 chapter 77 paragraph (1) and paragraph (2) on job creation states that every employer is obliged to implement working time including :

a. 7 (seven) hours 1 (one) day and 40 (forty) hours 1 (one) week for 6 (six) working days in 1 (one) week; or

b. 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week.

Based on the problem, the working hours for employees at PT Prasetia Dwidharma in Jakarta are as follows:

Table 1.3. Working Day and Hours

Day	Time	Hours
Weekday (Monday – Friday)	09.00 – 12.00 (Office Hour)	7 Hours (a day)
	12.00 – 13.00 (Break)	35 Hours (a week)
	13.00 – 17.00 (Office Hour)	

(Primary data source: PT Prasetia Dwidharma 2023)

Based on the table above, employees work for 7 hours per day and 35 hours per week, starting from 9:00 AM to 5:00 PM with a 1-hour break. This in line with the law but employees are required to work outside their regular working hours, such as in the procurement and marketing divisions. Sometimes, they are required to meet clients and attend meetings outside the office, which can take up a considerable amount of time. The logistics department must monitor and wait for progress updates on shipping, which sometimes requires them to work longer hours, even on holidays. Similarly, other departments face similar situations. As a result, the average employee working hours can be estimated to reach 45 hours per week due to the amount of additional work outside of regular working hours and on employee holidays. This can lead to a lack of rest days and can affect the physical and mental health of employees, thereby impacting their performance quality. With all the tasks assigned as employees' responsibilities, the company is also expected to provide equal reciprocation to employees by offering compensation in all forms as an appreciation for their performance.

The work environment constitutes the third focal factor under investigation, recognized for its substantial impact on employee performance. According to Andriany (2019), the work environment encompasses the physical surroundings where work activities transpire, including facilities, the ambiance, and the equipment available. The work environment is something that is in the environment of the workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether the work equipment is adequate (Afandi, 2021). Based on interviews conducted with PT Prasetia Dwidharma employees prior to the commencement of this study, it was revealed that some employees expressed discomfort associated with the work

atmosphere. This discomfort was attributed to factors such as noise, room dimensions, and lighting, which had varying effects.

With a significant number of employees, the workspace tends to be more cramped and can have relatively high noise levels. This can affect the concentration of employees and result in a decline in the quality of their performance.

Table 1.5. The Physical Environmental Conditions of PT Prasetia Dwidharma's office

NO	The Type of Facility	Condition	
		Good	Bad
1	Table	50	20
2	Chair	58	32
3	AC	10	5
4	Fire Extinguisher	3	2
5	Alarm	5	3

(Primary data source: PT Prasetia Dwidharma 2023)

Based on the table above, it can be explained that PT Prasetia Dwidharma has 70 desks and 90 chairs. The desks used are large desks, so most staff members share desks with others, but there are some desks and chairs that are in poor condition, which can create discomfort for employees while working. Additionally, there are only 10 functioning air conditioners for the 90 employees at PT Prasetia Dwidharma Jakarta, with 5 air conditioners in poor condition, leading to inadequate air circulation. Furthermore, in terms of workplace safety, there are 3 functioning fire extinguishers, but 2 of them are in poor condition, and some alarms are also damaged. This can increase employees' feelings of insecurity about the work environment. Additionally, For some employees who are required to attend meetings outside the office and in locations that change every day, this can affect their ability to maintain focus and their performance in completing tasks, also due to project requirements, some employees were obligated to visit project sites for surveys and coordination, often in locations that were less safe due to ongoing construction activities.

Considering the issues outlined, this research will be conducted under the title 'The Effect of Work Motivation, Compensation, and Work Environment on Employee Performance at PT Prasetia Dwidharma Jakarta".

1.2 Research Problems

From the background available, we can formulate :

1. How does work motivation have a positive and significant influence on employee performance at PT. Prasetia Dwidharma?

2. How does compensation have a positive and significant influence the employee's performance at PT. Prasetia Dwidharma?

3. How does work environment have a positive and significant influence the employee's performance at PT. Prasetia Dwidharma?

4. How do work motivation, compensation, and work environment simultaneously have a positive and significant influence on the employee's performance at PT. Prasetia Dwidharma?

1.3 Research Purposes

Aligned with the problem above, the purpose of this research are :

1. To analyze and acknowledge the positive and significant influence of work motivation on the employee's performance at PT. Prasetia Dwidharma

2. To analyze and acknowledge the positive and significant influence of compensation on the employee's performance at PT. Prasetia Dwidharma

3. To analyze and acknowledge the positive and significant influence of the work environment on the employee's performance at PT. Prasetia Dwidharma

4. To analyze and acknowledge the positive and significant influence of work motivation, compensation, and work environment simultaneously on the employee's performance at PT. Prasetia Dwidharma

1.4 Research Benefits

This research can hopefully provide a relevant benefit to all related departments such as :

1. For the Researcher

This research is expected to improve the knowledge, and information regarding the effects of work motivation, compensation, and work environment on an employee's performance, and could help the researcher learn when entering professional work in the human resource department.

2. For Jakarta Global University

This research is expected to contribute to additional knowledge, especially for Human Resource Management as well as become reading material in the University library and can provide references for other students.

3. For the Further Researcher

This research is expected to be used as a study and could give a positive contribution to other research, especially on the subject of improving the knowledge of human resource management.

4. For PT. Prasetia Dwidharma

This research is expected to serve as a source of information to the industry to improve employee performance so the company could maximize management effectiveness.

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