

Analysis of the Effect of Motivation, Compensation, Infrastructure, and Communication on the Employee's Performance of Perumda Perkebunan Kahyangan Jember

Damara Tasarrofa^{1*}, Tatit Diansari Reskiputri², Septy Holisa Umamy³

^{1,2,3}University of Muhammadiyah Jember

Jl. Karimata No. 49 City of Jember, Indonesia

***Email:** damara.tasarrofa03@gmail.com

ABSTRACT

This study aims to determine and analyze the effect of motivation, compensation, infrastructure, and communication on the employee's performance of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. This type of research uses quantitative methods and non-probabilistic sampling techniques, while the form of sampling used is purposive sampling, with saturated sampling techniques. The data collection technique used was in the form of questionnaires to respondents with Likert scales, while the data analysis techniques of this study used data instrument tests, classical assumption tests, multiple linear regression analysis, hypothesis tests and tests (R^2) coefficient of determination analysis. The results of the analysis obtained showed that motivation, compensation and infrastructure did not affect employee performance partially while communication had a positive and significant effect on employee performance partially. Motivation, compensation, infrastructure and communication together affect simultaneously the employee's performance of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember.

Keywords: Motivation, Compensation, Infrastructure, Communication, Employee Performance

INTRODUCTION

The role of Human Resources Management (HRM) is very important for companies. Human Resource Management (HRM) is a process in the organization that is interpreted as a policy (Marnis & Priyono, 2008). In carrying out its operations, the company certainly needs Human Resource Management (HRM) through employees as intermediaries in carrying out the company's work activities. Good operational activities cannot be separated from the income or profits that increase every year (Arismunandar et al, 2020). Human Resource Management (HRM) is closely related to employee performance. Performance is defined as the result of one's work through concrete evidence as a whole (Sedarmayanti, 2011). In conducting performance appraisals, the size of the assessment must be determined which aims to create optimal work results (Umamy, 2021). Several factors often affect employee performance, namely motivation, compensation, infrastructure and communication. The relationship of motivation to employee performance according to (Maslow, 1943) that every human being needs to survive and sustain himself. If a company wants quality employee performance, of course, the company must provide the need for motivation to employees to improve the quality of their performance. This is because, with high motivation for work, an employee will be earnest and work hard which influences employee performance in the company (Reskiputri, 2022). Another problem related to employee performance factors is the provision of compensation to employees. Compensation itself is a right issued by the company to employees to get rewards in the form of increased work performance (Arismunandar et al, 2020). Where the more reasonable, high and by their needs, compensation to employees can affect the level of high employee performance while providing inappropriate compensation to employees can reduce work ethic which affects the performance of these employees.

In addition, the completeness or availability of adequate infrastructure greatly affects the performance of the employees themselves. According to (Susetya, 2023) Facilities are defined as everything that can be used as a tool in achieving common goals, while infrastructure is defined as everything that is used to support all main activities in a company. The availability of facilities and infrastructure is one of the requirements to provide a quality employee performance result because work activities cannot run smoothly and optimally if they are not supported by the availability of qualified company facilities and infrastructure. Another problem related to factors that affect performance is communication. Communication itself can be defined as a notification of information from a communicator to an audience, where in its delivery, regardless of whether or not the information is easily understood by an audience, the information must be conveyed by the communicator (Mohyi, 2022). If the communication process is good, it can be ascertained that the level of progress, productivity and performance of employees to the company will run optimally and optimally, otherwise, if communication experiences a problem it will have an impact on the work process which includes employee performance and productivity in doing their work.

From the exposure of the variables above, there is a research GAP conducted by (Dasmadi, 2021) The results of this study show that compensation has no significant effect on motivation. Communication has a significant effect on motivation. Compensation has a significant effect on employee performance. Communication has no significant effect on employee performance. Motivation has a significant effect on employee performance. The

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results of the F test show that simultaneously the variables of compensation, communication, and motivation have a positive and significant effect on employee performance. The research conducted by (Ragil Anandita et al., 2021) shows the results that work facilities have a positive and significant influence on employee performance on the CV. Zam-Zam Jombang, communication does not have a positive and significant effect on employee performance on CV. Zam-Zam Jombang, work facilities and communication simultaneously (together) have a positive and significant effect on employee performance on the CV. Zam-Zam Jombang. Of the many companies engaged in plantations in Jember Regency, the Jember Kahyangan Plantation Regional Public Company is a regional-owned enterprise (BUMD) that has contributed a lot to the regional income of Jember Regency, especially in the plantation sector with the largest commodities, namely coffee and rubber.

Based on the results of interviews with the Human Resources Development (HRD) of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember, the first phenomenon of problems in the Perusahaan Umum Daerah Perkebunan Kahyangan Jember was obtained related to motivation, as evidenced by the large number of employees in 2023 whose performance has not been in line with the company's expectations even though it can be said to have produced significant results that are still running slowly, the second problem is related to compensation, The compensation provided by the Perusahaan Umum Daerah Perkebunan Kahyangan Jember can be said to be not by the regional minimum wage (UMR), it is because the company's income is still 80% so it has not been able to provide compensation in full and by the provisions of the regional minimum wage (UMR). The third problem faced is infrastructure facilities related to training on the use of computerization, the use of sites that have not been maximized, the provision of new facilities that have not been evenly distributed in each sub-section of the field of work and damage to coffee production machines, considering that 70-80% of infrastructure facilities in the company are inventory. The last problem is related to communication, namely the frequent occurrence of miscommunication, especially vertically between leaders and employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. Based on existing phenomena and supported by previous research, researchers are interested in conducting a study entitled "Analysis of the Effect of Motivation, Compensation, Infrastructure and Communication on Employee Performance in Perusahaan Umum Daerah Perkebunan Kahyangan Jember".

METHOD

This research is classified as a type of quantitative research, which uses primary and secondary data sources. The population in this study is all employees of the office of directors of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember, totalling 41 employees, using purposive sampling based on the purpose of the study and the decision in sampling depends on data collection where data less than 100 respondents are taken as a whole population subject. The data analysis method used in this study uses multiple linear regression to test between two or more independent variables against the dependent variable. Data collection itself used questionnaires using Likert scales while statistical calculations in this study used the help of the SPSS 26 For Windows application. In this study, there are several variables conducted by the study, namely: (X1) Motivation, (X2) Compensation, (X3) Infrastructure, (X4) Communication, and (Y) employee performance. There are several

stages in the analysis of this research data, namely: Data Validity and Reliability Test, Classical Assumption Test, which includes: (Normality Test, Multicollinearity Test and Heteroscedasticity Test), Multiple Linear Regression Analysis, Hypothesis Test and Determination Coefficient Test (R^2).

RESULTS

Characteristics of Respondents:

The characteristics of respondents' answers in this study, conducted at the Perusahaan Umum Daerah Perkebunan Kahyangan Jember, showed that gender characteristics were dominated by men with 30 respondents or 73%. Age characteristics are dominated by 46-56 years old with many 21 or 51.2%. The majority of respondents were dominated by Strata 1 (S1) education levels which amounted to 22 respondents or 53.7%. The field of work is dominated by general department employees with 14 respondents or 34.1%. Meanwhile, based on income (salary) dominated by income ($>$) Rp.2,000,000, - with 21 respondents or 51.2%. Overtime pay earned by employees is dominated by income of Rp. 50,000 – 100,000, - with a total of 28 employees or 68.3%. In terms of length of work, it is dominated by 38 or 92.7% with a length of work ($>$) of 10 years.

Validity and Reality Test:

According to (Ghozali, 2016) A validity test is a test used to measure the validity or validity of a questionnaire. The validity test in this test uses a one-sided test (One-Tailed) with a significant level of 0.05. The significance test is performed by comparing the r count with the r table. Based on the Validity Test Results, it can be seen that each indicator from the variables Motivation (X1), Compensation (X2), Infrastructure (X3), Communication (X4) and Employee Performance (Y) shows that the test results are valid, it is because r counts $>$ r table (0.2605) and significance value (0.000) $<$ 0.05. Reliability testing is used to test whether the results of a measurement are relatively consistent when the measurement is repeated two or more times (Priyatno, 2010). Meanwhile, the results of the Reality Test state that the Motivation variable (X1) has a value of Cronbach's Alpha of 0.629, Compensation (X2) has Cronbach's Alpha value of 0.658, Infrastructure (X3) has a value of Cronbach's Alpha is as big as 0.855, Communication (X4) has a value Cronbach's Alpha is 0.886, and Employee Performance (Y) has a Cronbach's Alpha value of 0.802. With these results, it can be stated that Instrument The study has been realistic because Cronbach's Alpha is greater than 0.60.

Model Normality Test:

The purpose of the normality test itself with Kolmogorov-Smirnov is to test whether the model of regression and residual variables are normally distributed or not. A good regression model i.e. residual variables has a good distribution (Sahid Raharjo, 2013).

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Table 1 One-Sample KS Normality Test

			Unstandardized Residual
N			41
Normal Parameters ^{a,b}		Mean	.0000000
		Std. Deviations	2.25203478
Most Extreme Differences	Extreme	Absolute	.121
		Positive	.121
		Negative	-.100
		Test Statistic	.121
Asymp. Sig. (1-tailed)			.135 ^c

Source: Data Processing Result (2024)

Based on Table 1, Kolmogorov Smirnov's One-sample normality test results show that the significance value above 0.05 is 0.135 so with these results it can be concluded that the regression model consisting of the independent variable and the dependent variable is normally distributed.

Multicollinearity Test:

The multicollinearity test is a condition in which one or more free variables have a reciprocal relationship with other independent variables. The purpose of this regression model is to find a correlation between independent variables (Haryadi Sarjono, 2011).

Table 2 Multicollinearity Test

Variable	Tolerance	VIF	Description
Motivation (X1)	0.525	1.904	No Multicollinearity
Compensation (X2)	0.893	1.120	No Multicollinearity
Infrastructure (X3)	0.575	1.738	No Multicollinearity
Communication (X4)	0.444	2.253	No Multicollinearity

Source: Data Processing Result (2024)

Based on Table 2 of the multicollinearity test results, it can be seen that the independent variable has a tolerance value of > 0.10 and a VIF value of < 10.00 . So it can be concluded that from all these results it is stated that multicollinearity does not occur.

Heteroscedasticity Test:

According to (Ghozali, 2016) The purpose of the heteroscedasticity test is to test whether inequality occurs in the regression model variance from residual one observation to another. With decision making $t \text{ count} < t \text{ table}$ and the significance value > 0.05 .

Table 3 Heteroscedasticity Test Using the Glejser Test

Variable	T-Count	t-table	Significance Count	Significance Level	Description
Motivation (X1)	0.032	1.68830	0.975	0.05	No Heteroscedasticity
Compensation (X2)	1.653	1.68830	0.107	0.05	No Heteroscedasticity
Infrastructure (X3)	-0.466	1.68830	0.644	0.05	No Heteroscedasticity
Communication (X4)	0.104	1.68830	0.665	0.05	No Heteroscedasticity

Source: Data Processing Result (2024)

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Based on Table 3 of the Heteroscedasticity Test Results above using the Glejser Test, it can be seen that the independent variable has a calculated $t < t_{table}$ value and a signification value of > 0.05 . So it can be concluded that the residual value does not have symptoms of heteroscedasticity.

Multiple Linear Regression:

According to (Sugiyono, 2007) Multiple linear regression analysis is used to forecast how the state of the dependent variable rises and falls, where two or more independent variables as predictors are manipulated or the value is increased.

Table 4 Multiple Linear Regression Analysis Test

No.	Criteria	Coefficient
	(Constant)	18.496
1	Motivation	-0.132
2	Compensation	0.153
3	Infrastructure	-0.006
4	Communication	0.336

Source: Data Processing Result (2024)

Based on Table 4 of the multiple linear regression analysis test results above produce the regression equation as follows:

$$Y = 18.496 - 0.132X_1 + 0.153X_2 - 0.006X_3 + 0.336X_4 + e$$

Here is an explanation of the equation above:

1. The equation can be explained if the constant is 18,496 which means that if Motivation (X1), Compensation (X2), Infrastructure (X3), Communication (X4) the value is fixed or there is no change, then employee performance has a value of 18,496.
2. The motivation coefficient is -0.132 and is negative which means that if the motivation variable decreases by 1 unit, then the dependent variable, namely employee performance, will also decrease by -0.132 and vice versa.
3. The compensation coefficient is 0.153 and is positive which means that if the compensation variable increases by 1 unit, then the dependent variable, namely employee performance, will also increase by 0.153 and vice versa.
4. The coefficient of infrastructure facilities is -0.006 and is negative which means that if the variable of infrastructure facilities decreases by 1 unit, then the dependent variable, namely employee performance, will also decrease by -0.006 and vice versa.
5. The communication coefficient is 0.336 and is positive which means that if the communication variable increases by 1 unit, then the dependent variable, namely employee performance, will also increase by 0.336 and vice versa.

Test t (Partial) :

According to (Ghozali, 2016) The purpose of the partial test is to test whether the independent variable partially affects or not the dependent variable then it is used (t-test) by comparing the t table and also the t count with a constant level (α) of 5%.

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Table 5 t-test

Variable	T Count	T-table	Calculated Significance	Significant Level	Hypothesis Description
Motivation (X1)	-0.424	1.68830	0.674	0.05	Rejected
Compensation (X2)	0.899	1.68830	0.375	0.05	Rejected
Infrastructure (X3)	-0.032	1.68830	0.975	0.05	Rejected
Communication (X4)	2.230	1.68830	0.032	0.05	Accepted

Source: Data Processing Result (2024)

Based on Table 5 of the t-test results (Partial) above, it was found that motivation, compensation, and infrastructure did not affect the performance of employees of the General Company of the Kahyangan Jember Plantation Area, this was evidenced by t calculating the $<$ of t table and the significance value > 0.05 . While the communication variable affects the performance of employees of the General Company of the Kahyangan Jember Plantation Area, this is evidenced by t count $>$ t table and significance value < 0.05 .

Test F (Simultaneous):

Simultaneous testing is a test performed to see whether all independent variables have an effect together on the dependent variable (Ghozali, 2016). With the condition, f calculates $>$ f table and the significance value $f < 0.05$.

Table 6 F test (Simultaneous)

Variable	F Count	F table	Calculated Significance	Significance Level
Regression (Motivation (X1), Compensation (X2), Infrastructure (X3), Communication (X4) On Employee Performance (Y))	2.790	2.634	0.041 ^b	0.05

Source: Data Processing Result (2024)

Based on Table 6, the F test results above state that the F value is calculated $>$ F table with a significance value of < 0.05 . So it can be concluded that motivation (X1), compensation (X2), infrastructure (X3), and communication (X4) if tested together have a significant effect on employee performance (Y).

Coefficient of Determination (R^2):

This coefficient of determination test is carried out to measure the ability of the independent variable to simultaneously affect the dependent variable. In this case, it is stated that if the value of the variable is close to 0 and far from the value of 1, it means that the ability of the independent variable to explain the dependent variable is very limited, and in return (Ghozali, 2016).

Table 7 Determination Coefficient Test (R^2)

R	R Square	Adjusted R Square	Std Error of the Estimate
0.486 ^a	0.237	0.152	2.374

Source: Data Processing Result (2024)

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Based on Table 7 Test Results of the Coefficient of Determination (R^2) above obtained the result of R Square of 0.237, which means 23.7%. This means that variable capabilities independent In this research affect variables dependent by 23.7%. While the remaining 76.3% is influenced by other factors outside the variable independent (Motivation, Compensation, Infrastructure and Communication). With an R-Square value of 0.237, it is categorized as weak because the value is more > 0.19 and more < 0.33 (Chin & Marcoulides, 1998).

DISCUSSION

Explanation of Discussion 1

Hypothesis one was rejected, which means that motivation does not affect the performance of employees of the Kahyangan Jember Plantation Area Public Company. This indicates that physiological needs, the need for security, the need for love and belonging, the need for self-esteem and the need for self-actualization do not affect the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. This states that employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember do not need the motivation to complete their work activities, it is because even without providing work motivation, employees still must complete their duties and responsibilities, they may not employees must complete their work obligations on time.

The results of this study are in line with research conducted by (Cahya et al., 2021) which shows that motivation does not have a significant effect on the performance of employees, further by research (Hidayat, 2021) which shows that motivation does not affect the performance of PT. Yoda New Zealand. Research conducted by (Tiwu et al., 2023) It also states that motivation has no effect on employee performance, and is supported by research (Trifena Setiawaty Sinaga, 2020) which states motivation does not affect employee performance.

Explanation of Discussion 2

The second hypothesis was rejected, which means that compensation does not affect the performance of employees of the Kahyangan Jember Plantation Area General Company. This indicates that salaries, incentives, wages, facilities and benefits do not affect the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. It states that large or small compensation received by employees from the company does not affect their work activities. Given the financial situation of General Perusahaan Umum Daerah Perkebunan Kahyangan Jember, it can also be said to be unstable, thus requiring employees to openly accept the compensation provided by the company.

The results of this study are in line with research conducted by (Marlius & Pebrina, 2022) which shows that compensation does not affect employee performance, it is also supported by research (Rianda & Winarno, 2022) which states the results of his research that compensation does not affect employee performance partially, as well as research conducted by (Arifin et al., 2023) states that compensation does not affect performance.

Explanation of Discussion 3

The third hypothesis was rejected, which means that infrastructure does not affect the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan

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Jember. This indicates that the tools, condition, completeness, and use of infrastructure facilities do not affect the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. This is considering that the presence or absence of complete infrastructure facilities at the Perusahaan Umum Daerah Perkebunan Kahyangan Jember does not have an impact on the results of its work. So that the use of new infrastructure and inventory provided by the company to employees will continue as usual.

The results of this study are in line with research conducted by (Tiwu et al., 2023) whose research results state that infrastructure facilities do not affect employee performance, further supported by research (Rahmawati et al., 2022) The results of the research obtained the results that infrastructure facilities partially have no effect and are not significant on performance, and this research is supported by research (Alkha et al., 2022) The results of the research stated that infrastructure does not have a significant effect on employee performance.

Explanation of Discussion 4

The fourth hypothesis is stated to be accepted, which means that communication affects the performance of employees of General Perusahaan Umum Daerah Perkebunan Kahyangan Jember. This indicates that culture, flow, clarity, accuracy and context in communication have a significant influence on the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember.

The results of this study are in line with research conducted by (Sinaga et al, 2021) which shows that communication has a positive and significant effect on employee performance, it is also supported by research conducted by (Wandi, 2022) Which from the results of his research state that communication has a positive and significant influence on employee performance. Communication factors as something that can improve employee performance need to be considered both from the top level to the bottom level, it aims so that performance results do not occur miscommunication that causes misalignment of information and can affect work results.

Explanation of Discussion 5

The fifth hypothesis is stated to be accepted, which means that motivation, compensation, infrastructure and communication have a significant effect simultaneously on the performance of employees of the Kahyangan Jember Plantation Regional Public Company. This is evidenced by the F value of the table $> F$ and the significance value < 0.05 . this is also based on the R Square result of 0.237 or 23.7%. This means that the ability of the independent variable in this study affects the dependent variable by 23.7%. While the remaining 76.3% is influenced by other factors outside the independent variable (Motivation, Compensation, Infrastructure and Communication Facilities).

CONCLUSION

Based on the results and discussion in this study, the following conclusions can be drawn: (1) Testing the results of the first hypothesis between motivation and employee performance is declared to have no effect, this means that motivation cannot affect and improve the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. (2) Testing the results of the second hypothesis between compensation

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for employee performance is declared to have no effect, this means that compensation cannot affect and improve the performance of employees of the General Perusahaan Umum Daerah Perkebunan Kahyangan Jember. (3) Testing the results of the third hypothesis between infrastructure facilities on employee performance is declared to have no effect, this means that infrastructure facilities cannot affect and improve the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember. (4) Testing the results of the fourth hypothesis between communication on employee performance is stated to have a positive and significant effect, this means that communication can affect and improve the performance of employees of the General Perusahaan Umum Daerah Perkebunan Kahyangan Jember. (5) Simultaneous testing of the results of the fifth hypothesis between motivation, compensation, infrastructure, and communication on employee performance has a significant influence, this means that motivation, compensation, infrastructure and communication have a simultaneous effect on the performance of employees of the Perusahaan Umum Daerah Perkebunan Kahyangan Jember.

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