

PENGARUH LINGKUNGAN KERJA DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PADA PT. BANK CENTRAL ASIA (PERSERO) TBK, CABANG TANJUNG PRIOK MELALUI MOTIVASI SEBAGAI VARIABEL INTERVENING

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Abstract

This study aims to analyze the performance of employees of PT. Bank Central Asia (Persero), Tbk Tanjung Priok branch. This study uses the variables of work environment, compensation and motivation as intervening variables to analyze the effect on employee performance. The population used was 60 employees randomly using a questionnaire method by providing a list of questions to the respondents using google form. The data analysis technique in this study uses SEM (Structural Equation Modeling) analysis which is operated through the SmartPLS program. The results show that compensation has an influence on employee motivation, compensation does not affect the employee performance, work motivation has a significant influence on the employee performance, work environment has a significant influence on employee motivation and work environment has a significant influence on the performance of employees of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch.

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

An organization in carrying out activities to achieve its goals has several interrelated and influential factors. One of these factors is very important that is used to drive other factors, namely human resources. Therefore, organizations are required to manage and optimize human resources. In this modern era, competition in the business world is getting stronger and globalized. To be able to survive in the long term and remain competitive, the role of human resources is needed. The role of human resources in this case employees is a very important factor because employees are one of the assets owned by the company as the key to the company's success. Companies are required to have professional and competent employees in their fields in order to create high employee performance for company development. Employee performance is the result of the thought and energy of an employee on the work he does, can be tangible, seen and counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving problems, new innovations. a product of goods or services, can also be an invention of more efficient work procedures.

High employee performance can bring the company to achieve its goals. Therefore, various efforts are made by the company to improve the performance of its employees. Improving employee performance is the most serious challenge because the success to achieve the goals and survival of the company depends on the quality of the performance of its employees. One way that companies can do to improve the quality of employee performance is by paying attention to work motivation, increasing the compensation provided by the company to its employees and creating a comfortable work environment for its employees.

Compensation is a form of appreciation given to workers as wages for their services. Compensation is given to employees in accordance with the work that has been done by employees. In addition, compensation aims to attract workers, it is natural that if the wages

or salaries given by large companies are as expected by employees, many applicants come to apply for jobs at the company, besides that a large salary reflects a company with benefits. Compensation can be a motivation for someone to work well if the compensation given is considered in accordance with the workload carried. This is so that whatever the needs of employees can be met, it is hoped that employees can work well and feel happy with their work, employees will respect each other's rights and obligations so that a conducive working atmosphere is created. best in carrying out their duties and responsibilities.

Work motivation is a force that results from a person's desire to satisfy and fulfill his needs. Work motivation is important because it becomes the main basis for someone to enter an organization in the context of the person concerned's efforts to satisfy various needs, therefore the key to the success of a manager/leader in moving his subordinates lies in his ability to understand work motivation theory so that it becomes an effective driving force in efforts to improve employee performance in a company.

PT. Bank Central Asia, Tbk is the largest private bank in Indonesia which was established on February 21, 1957 under the name Bank Central Asia NV. PT. Bank Central Asia, Tbk. Providing services such as Savings Products, Electronic Banking, BCA Mobile, Credit Cards, Consumer Credit Products, Bancassurance, Halo BCA, Prioritas BCA, KPR, KKB, EDC Machines, BCA ATMs, and many others. Bank Central Asia comes with the motto "Always By Your Side". PT. Bank Central Asia has grown and developed rapidly to date. PT. Bank Central Asia has become a leading bank today, which is supported by high technology-based banking products and services. All of this is a manifestation of Bank Central Asia's desire to provide the best service for customers. That the success of PT Bank Central Asia Tbk is strongly supported by the company's human resources

According to (Abid et al., 2021) it shows that work motivation has a significant and positive effect on the performance of employees of PT. Putra Mulia Telecommunication Jakarta. Meanwhile, research conducted by (Lestari et al) showed that work motivation had no effect on the performance of the employees of the Social Service of Jember Regency. According to the research of (Praci et al., 2017) it is proven that the work environment significantly influences the performance of the employees of Daima Padang Hotel. Meanwhile, research conducted by (Tobing, 2019) showed that the work environment had no effect on the performance of the employees of the PTPN II (PERSERO) Office of the Sei Semayang Sugar Factory. According to research by (Darma et al., 2017) it has been proven that compensation has a significant effect either partially or simultaneously on employee performance. Meanwhile, research conducted by (Pawirosumarto et al) showed that compensation had no effect on the performance of employees of PT. National Savings Bank Malang Branch.

Literature Review

According to (Almuslamani et al., 2019), human resource management is the process of obtaining, training, evaluating and compensating employees and managing work relations, health and safety, and matters related to justice. According to (Ijigu & Ijigu, 2015) human resource management is part of management science, and the focus is on regulating the role of human resources in organizational activities. This is because in the process of achieving its goals, organizations need human resources as system managers, and for the system to function, its management requires several important aspects, such as training, development, and incentives. This is what makes human resource management one of the important indicators for the realization of organizational goals effectively and efficiently.

According to (Mangkunegara et al., 2016) suggests that employee performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. This definition reveals that the work performed by an employee in carrying out a task can be evaluated by a given level of performance, for example an employee's performance can be determined from the achievement of specific targets during a period within the company. Meanwhile, according to (Simanjuntak, 2011) performance is the level of achievement of the results of certain tasks carried out. Simanjuntak also defines individual performance as the level of achievement or work of a person from targets to be achieved or tasks to be carried out within a certain period of time. According to (Hasibuan, 2016) Performance is a person's achievement or achievement with regard to the tasks assigned to him.

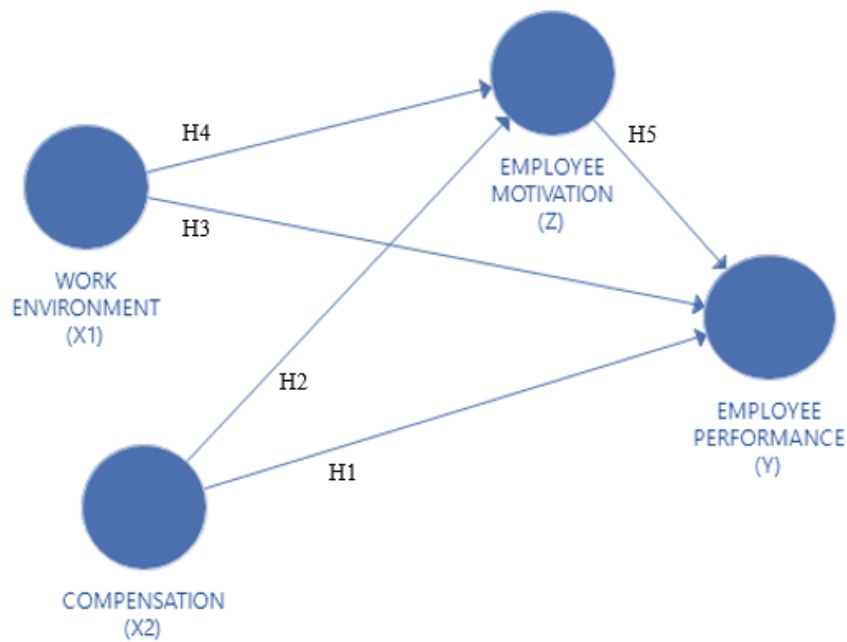
According to (Nursaid et al., 2020), work motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. There are three main keys, namely: intensity, direction and persistence. Intensity describes how hard a person tries. High intensity will not bring the desired results unless the effort is directed towards a goal that benefits the organization. In other words, motivation must have a directional dimension. Efforts to persevere in advancing towards organizational goals is an effort that must be cultivated. Finally, motivation has a persistence dimension. It is a measure of how long a person can sustain his efforts. Motivated individuals will stay at work to achieve their goals. According to (McClelland, 1961), work motivation is a potential energy reserve that a person has to be used and released which depends on the strength of the drive and the opportunities that exist where the energy will be used by employees because of the power of motives and basic needs, expectations and incentive values.

A good, safe and conducive work environment will be able to give employees a sense of comfort in completing a task or work. A pleasant work environment or as expected by employees can also increase employee morale so that the tasks given will be completed satisfactorily and on time. There are several opinions regarding the definition of the work environment, including according to (Simamora, 2004) defining the work environment as a condition contained in the structure and process of company activities that reflects a sense of satisfaction to the implementers or employees who are supportive towards achieving the desired employee performance by the company as a whole. as a whole and implementer. According to (Fachreza & Abd Majid, 2018) One aspect of improving employee performance is the creation of a conducive work environment. The work environment is a factor - a factor outside of humans, both physical and non-physical in an organization.

According to (Simamora, 2004) Compensation is what employees receive in exchange for their contribution to the company. According (Hasibuan & Hasibuan, 2016) Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. Meanwhile, according to (Mangkunegara et al., 2016), compensation as a system of rewards or rewards, is the entire package of benefits so that the organization can make something useful for its members and follow how the mechanisms and procedures for rewards are distributed.

Theoretical Framework

Based on these theory above, it could be described a theoretical framework for these titles as follows:



Hypothesis

The hypothesis of this cases that could be seen as in follows:

H1 = Compensation has a positive and significant effect on Employee Performance

H2 = Compensation has a positive and significant effect on Employee Motivation

H3 = Work environment has a positive and significant effect on employee performance

H4 = Work environment has a positive and significant effect on employee motivation

H5 = Employee Motivation has a positive and significant effect on Employee Performance

Method

This study uses quantitative methods by collecting data and information using a questionnaire distributed to 60 respondents to employees of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch. Use SEM (Structural Equation Modeling) and SmartPLS (Partial Least Squares) applications to process data. PLS is used to estimate the route model that has the potential to be built with several indicators.

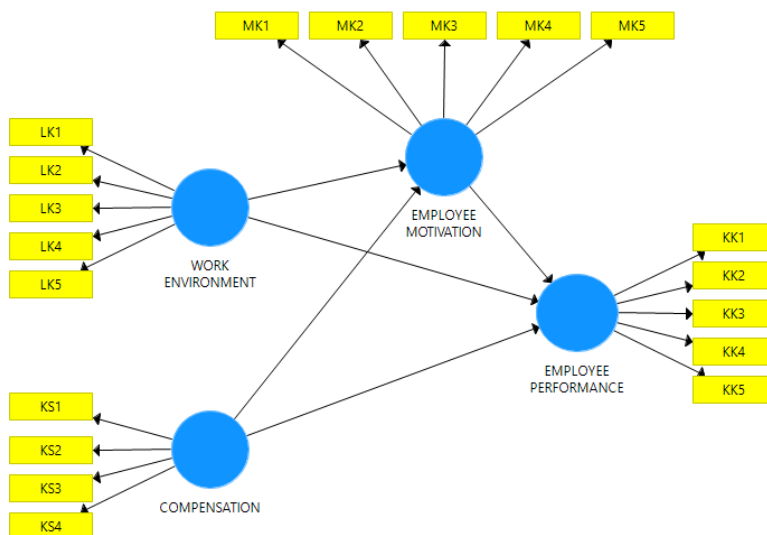


Figure 1. Structural Equation Modeling

Findings and Discussion

Validity and Reliability Test

Based on Table 1 it can be seen that all research questionnaire data meet the valid criteria, where the results of the measurement of the validity coefficient of the loading factor value or standardized loading estimates 0.05. Thus, all research indicators can be used as effective data collectors to explore problems that are used as research objects.

Table 1. Validity Test Results

	COMPENSATION	EMPLOYEE MOTIVATION	EMPLOYEE PERFORMANCE	WORK ENVIRONMENT
CP1	0.878			
CP2	0.812			
CP3	0.837			
CP4	0.907			
EM1		0.874		
EM2		0.867		
EM3		0.916		
EM4		0.835		
EM5		0.785		
EP1			0.918	
EP2			0.878	
EP3			0.882	
EP4			0.873	
EP5			0.900	
WE1				0.737
WE2				0.791
WE3				0.768
WE4				0.799
WE5				0.842

According to Table 1, can be seen in the load factor of each construction index. The general rule for evaluating convergence validity is that the external load value is > 0.7 . It can be seen from Table 1 that the external load value is above 0.7, and it can be concluded that all the indicators in this study are valid.

Table 2. Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
COMPENSATION	0.884	0.906	0.919	0.739
EMPLOYEE MOTIVATION	0.909	0.916	0.932	0.734
EMPLOYEE PERFORMANCE	0.935	0.939	0.950	0.793
WORK ENVIRONMENT	0.849	0.858	0.891	0.621

According to Table 2, the results of the composite reliability test and Cronbach's alpha both show a value of > 0.7 , indicating that the value in each instrument is reliable, indicating that the instrument has the precision, consistency and accuracy of the measurement.

Hypothesis Test

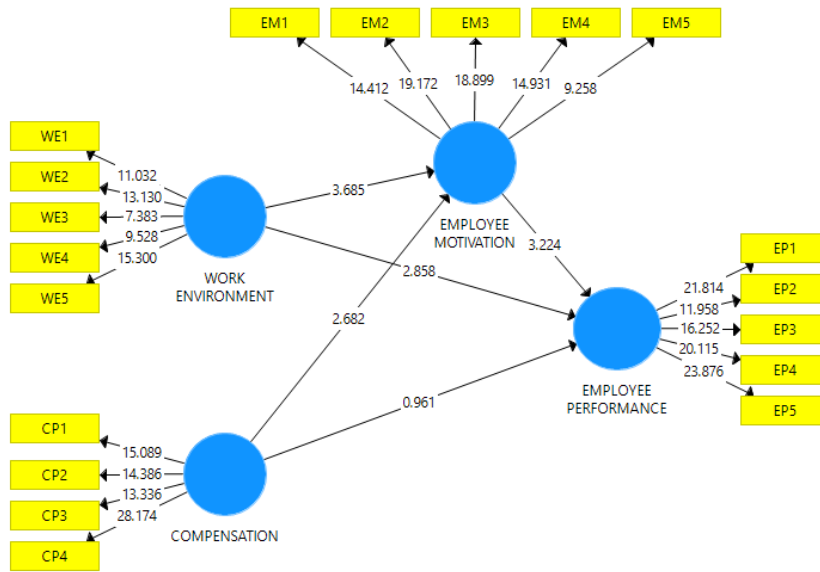


Figure 2. Path Chart

By using the SmartPLS software, the results of the PLS Algorithm are as follows:

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
COMPENSATION → EMPLOYEE MOTIVATION	0.294	0.304	0.110	2.682	0.008
COMPENSATION → EMPLOYEE PERFORMANCE	0.102	0.107	0.106	0.961	0.337
EMPLOYEE MOTIVATION → EMPLOYEE PERFORMANCE	0.439	0.415	0.136	3.224	0.001
WORK ENVIRONMENT → EMPLOYEE MOTIVATION	0.431	0.415	0.117	3.685	0.000
WORK ENVIRONMENT → EMPLOYEE PERFORMANCE	0.371	0.381	0.130	2.858	0.004

Based on table 3 then the hypothesis test is as follows :

H1: Compensation has a positive and significant effect on Employee Performance

The analysis of the hypothesis test obtained from the study reflects the value of Statistical T $2.682 > 1.96$ and the value of P $0.008 < 0.05$. It can be concluded that H1 is accepted, so Compensation has a positive and significant effect on Employee Performance. These results are supported by research conducted by Sulaeman, Suryani, Sularmi, and Guruh (2021) which states that the high level of compensation will affect the increase in employee performance.

H2 = Compensation has a positive and significant effect on Employee Motivation

The analysis of the hypothesis test obtained from the study reflects the value of Statistical T $0.961 < 1.96$ and the value of P $0.337 > 0.05$. It can be concluded that H2 is rejected, so Compensation no effect on Employee Performance. These results indicate that the high level of compensation will not affect employee motivation.

H3 = Work environment has a positive and significant effect on employee performance

The analysis of the hypothesis test obtained from the study reflects the value of Statistical T $2.858 > 1.96$ and the value of P $0.004 < 0.05$. It can be concluded that H3 is accepted, so Work environment has a positive and significant effect on Employee Performance. These results are supported by research conducted by (Sulaeman et al., 2021) which states that the high level of compensation will affect the increase in employee performance.

H4 = Work environment has a positive and significant effect on employee motivation

The analysis of the hypothesis test obtained from the study reflects the value of Statistical T $3.685 > 1.96$ and the value of P $0.000 < 0.05$. It can be concluded that H4 is accepted, so Work environment has a positive and significant effect on Employee motivation. These results are supported by research conducted by Sulaeman, Suryani, Sularmi, and Guruh (2021) which states that the high level of compensation will affect the increase in employee performance.

H5 = Employee Motivation has a positive and significant effect on Employee Performance

The analysis of the hypothesis test obtained from the study reflects the value of Statistical T $3.224 > 1.96$ and the value of P $0.001 < 0.05$. It can be concluded that H5 is accepted, so employee motivation has a positive and significant effect on Employee performance. These results are supported by research conducted by Sulaeman, Suryani, Sularmi, and Guruh (2021) which states that the high level of compensation will affect the increase in employee performance.

Tabel 4. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORK ENVIRONMENT -> EMPLOYEE MOTIVATION -> EMPLOYEE PERFORMANCE	0.189	0.172	0.077	2.455	0.014
COMPENSATION -> EMPLOYEE MOTIVATION -> EMPLOYEE PERFORMANCE	0.129	0.128	0.065	1.994	0.047

The effect of work environment on employee performance through employee motivation as an intervening variable.

Based on Table 5, the T statistic value is $2.455 > 1.96$ and the P value is $0.014 < 0.05$. It can be concluded that the work environment has a positive and significant effect on employee performance through employee motivation as an intervention variable.

The effect of compensation on employee performance through employee motivation as an intervening variable

Based on Table 5, the T statistic value was $1.994 > 1.96$ and the P value was $0.047 < 0.05$. It can be concluded that compensation has a positive and significant effect on employee performance through employee motivation as an intervention variable.

Conclusion and Suggestions

Conclusion

Based on the research conducted to determine whether the independent variables, namely Work Motivation, Work Environment, and Compensation have an influence on the dependent variable, namely Employee Performance at PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch. From the results of the analysis and hypothesis testing, it can be concluded that:

1. Compensation has an influence on employee motivation of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch.
2. Compensation does not affect the performance of employees of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch.
3. Work motivation has a significant influence on the performance of employees of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch.
4. Work environment has a significant influence on employee motivation of PT. Bank

- Central Asia (PERSERO) Tbk, Tanjung Priok Branch.
5. Work environment has a significant influence on the performance of employees of PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch

Suggestions

For researchers who are interested in conducting similar research are expected to observe and explore further about the problems that exist in PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch. In particular, other variables that affect employee performance. This is because it is not only the contribution of work motivation, work environment and compensation that affect employee performance, meaning that there are many other factors that affect employee performance at PT. Bank Central Asia (PERSERO) Tbk, Tanjung Priok Branch.

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