



The Effect of Compensation on the Work Motivation of Non-Permanent Employees at the Gunung Mas Regency Health Office

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Abstract

Human resources are one of the elements or the largest part of investment of an organization, especially economic organizations in certain institutions. Human resources are the backbone of an organization's activities and have a significant influence on its performance and progress. Employees are a very valuable asset and must be managed properly by an organization in order to make an optimal contribution. The research hypothesis was formulated, namely (1) Does compensation have a significant effect on work motivation? Objective: To find out the relationship between compensation and the work motivation of non-permanent employees at the Gunung Mas Health Office. Method: The location of the research is the Gunung Mas Regency Health Office. The type of research used is quantitative research conducted using questionnaire aids. The validity test of the instrument uses Confirmatory Factor Analysis while the reliability test uses Cronbach Alpha. The research questionnaire contains 10 compensation questions and 10 work motivation questions, the answers of each instrument item using a Likert scale. The sample used in this study used a total sampling technique, namely 16 samples from 16 populations of non-permanent employees at the Gunung Mas Health Office. This research was carried out in July 2024. Results: Based on the results of the study, it was found that there was a significant influence of compensation on work motivation. The compensation variable with work motivation was correlated and significant. The correlation produced is strong as evidenced by the correlation result of 0.768 with a significance level of 0.001.



INTRODUCTION

The Health Office is part of the regional government apparatus coordinated under the Ministry of Health or provincial, district, or city governments. The mission of the Health Department is to carry out government functions in the field of public health. The role of health services includes treating diseases, promoting healthy lifestyles, and ensuring access to healthcare services. Communities requiring access to health services can visit Community Health Centers (Puskesmas), hospitals, or local healthcare facilities. To achieve its objectives, an agency must prioritize its staff and human resources to ensure optimal performance. Employee performance is often influenced by compensation or salaries as a form of work motivation. Agencies compensate their employees based on their ability to perform. Employee performance refers to the quality and quantity of work achieved by an employee in carrying out their responsibilities (Salam, 2022).

Human resources (HR) are one of the most critical elements or departments in an organization, serving as the backbone of organizational activities and significantly influencing performance and progress. Employees are valuable assets that must be effectively managed to contribute optimally. One of the primary concerns of organizations is employee performance. When employees feel their performance is undervalued and fail to reach their full potential, they tend to leave their jobs (Kusjono, 2019). High-quality human resources are those with strong competencies and skills to advance the organization. To achieve the desired level of effectiveness and efficiency, organizations must maintain a sound work system and high employee performance.

Compensation is one of the most crucial aspects of HR management within an organization. Salaries not only compensate employees for their hard work and contributions but also serve as effective tools for motivation and workforce retention. Salaries include basic pay along with additional benefits or incentives (Wandana, 2018). Providing appropriate compensation is essential for both the organization and employees. Organizations benefit from employees willing to work and perform their duties effectively, while employees view compensation as recognition of their efforts. This reciprocal relationship determines the organization's sustainability and success, as compensation relates to financial rewards received through employment relationships (Erwinsyah, 2015).

Organizational goals can be achieved by enhancing the potential of existing human resources. HR is a primary asset for organizations because, without it, organizations cannot grow and are reduced to mere institutions without processes. Regardless of other resources, such as capital, raw materials, or technology, an organization cannot achieve its goals effectively without efficient and effective human resources (Ulfa, 2013).

According to Shahzadi, as cited in Sembiring (2018), increased employee motivation has a positive impact and is crucial for organizations. Motivated employees work diligently to complete their tasks and improve their capabilities to meet organizational objectives. Employee motivation is influenced by leadership figures and the compensation provided. Ganta, as cited in Sembiring (2018), explains that compensation increases employee motivation by creating a sense of enthusiasm to fulfill responsibilities. Organizations must focus on implementing fair compensation systems to maintain and enhance employee motivation.

Kusjono (2019) argues that organizational goals can be achieved when employee motivation is prioritized. If employees' resources are fulfilled, they become highly motivated to achieve organizational objectives. Conversely, unmet employee needs can result in decreased performance, leading to various organizational challenges. Factors such as salary, allowances, overtime pay, and work environment conditions significantly impact employee performance. A supportive and conducive work environment fosters employee satisfaction and motivation, encouraging them to complete their tasks effectively (Moekijat in Harahap, 2019). Saleh (2018) highlights that factors influencing employee productivity include discipline, motivation, work ethos, and a conducive work environment.

Agencies typically establish work contracts detailing employee salaries based on education levels and job roles. The agreed compensation is formalized in work agreements signed by both the agency and employees (Hans, 2023). However, delays in salary payments remain a challenge in some organizations. Such delays often lead to employee dissatisfaction, lack of motivation, and financial stress, as employees solely rely on organizational compensation. Based on these challenges, this study aims to explore the impact of compensation and wages on the work motivation of honorary healthcare workers in Gunung Mas Regency.

LITERATURE REVIEW

A. Compensation

According to Enny M. (2019), compensation can be defined as a form of remuneration given to employees as recognition for their contributions and work for the organization. Compensation can take the form of direct or indirect financial rewards, and it can also be non-financial in nature. Improving employee productivity can

be achieved through the provision of compensation, encouraging employees to work enthusiastically in carrying out their duties. Essentially, providing compensation is one step toward improving employee performance. Proper compensation increases employee satisfaction and motivation in achieving goals. Compensation is crucial for employees, as the amount given reflects their value to themselves, their families, and society (Yanti A., 2021). Compensation is a cost incurred by an organization with the expectation of receiving returns in the form of employee performance.

Types of Compensation

According to Dessler (2017), compensation is categorized into direct and indirect financial compensation:

- **Direct Financial Compensation:** Includes basic pay (salaries and wages), performance-based pay, incentive pay (commissions, bonuses, and profit-sharing), and deferred pay (savings programs and stock purchase annuities).
- **Indirect Financial Compensation:** Includes protection programs (health insurance), paid time off (holidays, annual leave, etc.), and facilities provided by the organization (vehicles and housing).

Objectives of Compensation

According to Widodo (2022), the objectives of compensation are:

1. Retaining high-performing, potential, and quality employees.
2. Attracting quality employees by offering competitive compensation compared to other organizations.
3. Ensuring fairness in rewards as organizational recognition for employees' contributions. Fairness in wages, bonuses, and incentives is essential.
4. Cost efficiency: Planning rational compensation programs helps organizations retain human resources at reasonable costs through competitive wages, bonuses, and incentives.
5. Compliance with legal administrative requirements set by government regulations.
6. Encouraging positive behavior and attitudes by providing fair and appropriate compensation for employees with exemplary behavior, loyalty, and responsibility.

Factors Influencing Compensation

According to Hasibuan (2020), factors influencing compensation include:

1. **Labor Supply and Demand:** When labor supply exceeds job vacancies, compensation tends to be lower, and vice versa.
2. **Organizational Capability:** Organizations with higher financial capacity offer greater compensation, while those with limited resources provide lower rates.
3. **Employee Productivity:** Higher productivity leads to higher compensation, and lower productivity results in reduced compensation.
4. **Cost of Living:** Regions with high living costs require higher compensation levels.
5. **Economic Conditions:** Favorable economic conditions allow for higher compensation, whereas downturns lead to reduced compensation.

Panagiotis et al. in Sembiring (2018: 266) state that increased work motivation among employees leads to effective and efficient performance, maximizing efforts to achieve results that meet organizational standards.

Indicators of Compensation

According to Sinambela (2016), the indicators of compensation include:

1. Wages and Salaries: Payments agreed upon by employers and workers, whether daily, weekly, or monthly.
2. Incentives: Additional rewards given for achieving specific organizational targets.
3. Benefits: Additional payments or services, such as healthcare and vacation allowances.
4. Facilities: Tools or resources provided to facilitate and motivate employees, such as vehicles, internet access, and housing.

B. Work Motivation

Work motivation is a stimulus encouraging employees to perform their tasks. Proper motivation fosters enthusiasm, contributing to the growth and development of an organization. Motivation (motivation) is described as a process explaining the intensity, direction, and persistence of an individual in achieving their goals. It reflects psychological factors that influence job interest, satisfaction, and responsibility. Motivation drives individuals toward specific goals, making it a crucial factor for employee performance. Without motivation, tasks may be poorly executed, and results may be unsatisfactory (Robbins S., 2015).

Bangun in Harahap (2019) defines motivation as an action influencing others to behave in an organized manner. Manulang in Harahap (2019) describes motivation as an internal or external force driving enthusiasm to pursue goals. Harahap (2019) concludes that motivation is a willpower causing individuals to act to achieve specific goals. It supports psychological desires, encouraging individuals to act optimally (Wijaya, 2023).

Factors Influencing Work Motivation

According to Chung and Megginson, factors influencing motivation include:

1. Individual (Internal): Needs, goals, attitudes, and abilities.
2. Organizational (External): Pay, job security, coworkers, supervision, praise, and job characteristics (Abdurrahim, 2021).

Frederich Herzberg identifies five motivational factors:

1. Achievement.
2. Recognition.
3. Responsibility.
4. Employee development.
5. Growth opportunities.

Principles of Motivation

According to Afandi (2021), principles of motivation include:

1. Participation Principle: Allowing employees to participate in goal setting.
2. Communication Principle: Ensuring clear communication of tasks and goals.
3. Recognition Principle: Recognizing employee contributions to boost morale.
4. Delegation Principle: Empowering employees to make decisions about their work.
5. Attention Principle: Addressing employee well-being and rewarding their contributions.

Types of Work Motivation

According to Hasibuan (2020):

1. Positive Motivation: Encouraging performance through rewards.
2. Negative Motivation: Influencing behavior through punishments.

Indicators of Work Motivation

According to Hasibuan (2020:142), work motivation indicators include:

1. Physical Needs: Adequate salaries, overtime pay, and allowances.
2. Safety and Security Needs: Safe working environments, pensions, and safety equipment.
3. Social Needs: Interpersonal relationships and acceptance within groups.
4. Recognition Needs: Acknowledgment of achievements to motivate employees.

METHOD

The research location was the Gunung Mas District Health Office. This study utilized a quantitative research design with questionnaires as the primary data collection tool. The sample consisted of 16 non-permanent employees of the Gunung Mas District Health Office, selected using total sampling technique, representing the entire population of 16 employees. The study was conducted in July 2024.

Data collection was performed using a questionnaire, a written list of questions designed to measure the effect of compensation on employee work motivation. Instrument validity was tested using Confirmatory Factor Analysis, while reliability was tested with Cronbach's Alpha. The questionnaire comprised 10 questions related to compensation and 10 questions related to work motivation. Responses to each item were measured on a Likert scale. The Likert scale used in this study had four levels, ranging from very positive (4) to very negative (1). A higher score indicated a stronger effect of compensation on respondents' motivation. Data processing was performed using SPSS 20, and the results were analyzed with respect to the independent variable, Compensation (X), and the dependent variable, Work Motivation (Y).

Validity Test

The validity test aimed to determine the accuracy of an instrument in measuring the intended variable. The research instrument was pre-tested to assess whether it met the validity and reliability requirements. The correlation coefficient (r) for each statement item was analyzed using the Product-Moment Correlation method. The questionnaire items were derived from previous studies, and validity testing using SPSS confirmed that all items representing the compensation and motivation variables were valid. This indicates that all indicators used were appropriate for testing.

Reliability Test

The reliability test assessed the consistency of the measurement tool, determining whether it would yield consistent results upon repeated testing. Reliability was determined by comparing the Cronbach's Alpha (r alpha) value with a threshold of 0.60; if $r\ alpha > 0.60$, the variable was deemed reliable (Suwati, 2013:46). Data analysis was performed using the SPSS 20 software.

Table 1. Reliability Test Results Based on Cronbach's Alpha Formula for Variables X and Y

Variable	Alpha	Description
Compensation	0.75	Reliable
Motivation	0.64	Reliable

Source: Primary Data, 2024

Based on Table 1, the Cronbach's Alpha value for the compensation variable was 0.750, and for the motivation variable, it was 0.640, both exceeding the reliability threshold of 0.60. Therefore, both variables in the questionnaire were deemed reliable, and all items for each variable were suitable for use as measurement tools.

RESULTS AND DISCUSSION

Respondents and Demographic Data

The respondents in this study were 16 non-permanent employees at the Gunung Mas District Health Office. The demographic data is presented in tables with frequency and percentage values.

Table 1. Respondents' Age

Age	N	%
23	1	6.3
24	1	6.3
26	2	12.5
27	3	18.8
28	1	6.3
29	1	6.3
30	1	6.3
32	1	6.3
36	1	6.3
39	2	12.5
48	1	6.3
54	1	6.3
Total	16	100

Source: Processed Data, 2024

From Table 1, it can be observed that respondents aged 23, 24, 28, 29, 30, 32, 36, 48, and 54 each accounted for 6.3% of the sample. Respondents aged 26 and 39 made up 12.5%, while those aged 27 were the largest group, at 18.8%.

Table 2. Respondents' Gender

Gender	N	%
Male	6	37.5
Female	10	62.5
Total	16	100

Source: Processed Data, 2024

Table 2 shows that 62.5% of respondents were female (10 individuals), and 37.5% were male (6 individuals).

Table 3. Respondents' Education

Education	N	%
Elementary School	1	6.3
High School	6	37.5
Diploma/Bachelor's Degree	9	56.3
Total	16	100

Source: Processed Data, 2024

Table 3 reveals that 56.3% of respondents had a Diploma/Bachelor's Degree, 37.5% had completed high school, and 6.3% had only an elementary school education.

Table 4. Respondents' Monthly Income

Income	N	%
2,000,000–3,000,000 IDR	16	100

Source: Processed Data, 2024

Table 4 indicates that all respondents (100%) earned between 2,000,000 and 3,000,000 IDR per month.

Table 5. Respondents' Work Tenure

Work Tenure	N	%
≤ 1 year	1	6.3
1–2 years	6	37.5
3–4 years	1	6.3
≥ 5 years	8	50
Total	16	100

Source: Processed Data, 2024

Table 5 shows that 50% of respondents had worked for ≥ 5 years, 37.5% for 1–2 years, 6.3% for ≤ 1 year, and 6.3% for 3–4 years.

Descriptive Analysis of Variables

Table 6. Descriptive Analysis of Compensation Variable

Minimum	Maximum	Mean	Std. Deviation
1	4	3.258	0.223

Source: Processed Data, 2024

Table 6 shows that the mean value of the compensation variable was 3.258, indicating a moderate level of compensation (2.61–3.40), with a standard deviation of 0.223. It can be concluded that compensation provided to employees at the Gunung Mas District Health Office was sufficiently substantial.

Table 7. Descriptive Analysis of Work Motivation Variable

Minimum	Maximum	Mean	Std. Deviation
1	4	3.685	0.109

Source: Processed Data, 2024

Table 7 indicates that the mean value for work motivation was 3.685, signifying a high level of motivation (3.41–4.20), with a standard deviation of 0.109. It can be inferred that employees at the Gunung Mas District Health Office displayed high motivation, enabling them to perform well and benefit the organization.

Influence of Compensation on Work Motivation

Edison et al., as cited in Zuryani (2020), stated that compensation is related to motivation. Employees who receive adequate compensation demonstrate better motivation compared to those working in organizations offering inadequate compensation. Increased motivation leads to job satisfaction, which in turn improves employee performance.

Table 8. Correlation Analysis of Compensation and Work Motivation

	Compensation	Motivation
Compensation	1	0.768**
Motivation	0.768**	1

Source: Processed Data, 2024

Note: Correlation is significant at the 0.01 level (2-tailed).

Table 8 indicates a strong and significant correlation ($r = 0.768$, $p = 0.001$) between compensation and work motivation, supporting the hypothesis that compensation positively influences employee motivation.

Regression Analysis

Table 9. Simple Regression Analysis of Compensation on Work Motivation

Model	B	Std. Error	Beta	t	Sig.
(Constant)	21.026	3.551		5.921	0
Compensation	0.485	0.108	0.768	4.483	0.001

Source: Processed Data, 2024

The regression equation is:

$$Y = a + bX$$

$$Y = 21.026 + 0.485X$$

This indicates that an increase in compensation will enhance employee motivation, which positively impacts performance. The significance value ($p = 0.001$) confirms a significant influence of compensation on motivation.

The findings align with studies by Harahap (2019), Sasongko (2016), and Wahyuni P. (2022), which demonstrated positive and significant impacts of compensation on work motivation and performance. These results underscore the importance of rational and fair compensation policies in enhancing motivation and preventing turnover.

CONCLUSION

The sample consisted of 16 respondents aged between 20 and 54 years. Among them, 10 respondents (62.5%) were female, and 6 respondents (37.5%) were male. The respondents' highest education levels included elementary school (1 respondent, 6.3%), high school (6 respondents, 37.5%), and diploma/undergraduate degrees (9 respondents, 56.3%). All respondents had a monthly income of 2,000,000–3,000,000 IDR (16 respondents, 100%). The respondents' work tenure included less than 1 year (1 respondent, 6.3%), 1–2 years (6 respondents, 37.5%), 3–4 years (1 respondent, 6.3%), and more than 5 years (8 respondents, 50%).

The mean value for the compensation variable was 3.258, categorized as moderate/sufficient (2.61–3.40), with a standard deviation of 0.223. The mean value for the motivation variable was 3.685, categorized as high (3.41–4.20), with a standard deviation of 0.109. Compensation and work motivation were found to be significantly correlated, with a strong correlation coefficient of 0.768 and a significance level of 0.001. This significance level indicates that compensation has a significant influence on the work motivation of employees at the Gunung Mas District Health Office. The findings of this study support the hypothesis established by the author, which states that compensation has a significant positive effect on the work motivation of non-permanent employees at the Gunung Mas District Health Office.

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