

IMPACT OF PROVIDING COMPENSATION ON EMPLOYEE PERFORMANCE (Case Study at PT. Griya Mapan Nusantara)

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Abstract

The involvement of people in a company in an organizational context is expected to play an active role in the successful achievement of multiple goals, both individual goals and organizational goals. Good organizational management is characterized by a sense of ownership of the people involved in it, and on the other hand, this involvement also needs to be balanced with comparable remuneration so that this will also lead to employee performance demands. The role of employees is seen as very important for the success of an organization in the sense that no matter how perfect an organization's plans are, if employees cannot carry out their duties with high enthusiasm, then an organization or company will not achieve the results desired by the company. Likewise, the importance of the role of compensation strategy will have a positive impact on the company because indirectly the compensation strategy itself is remuneration provided by the company to employees for the services they have provided to the company. Forms of compensation in the form of premiums, transport allowances and health benefits or other forms are financial and non-financial manifestations that must always be budgeted for by management. In a general understanding of the concept, compensation is everything that employees receive as compensation for what they contribute. Compensation issues are interrelated with internal consistency and external consistency where internal compensation is related to the concept of relative salaries within the organization and external consistency is related to the relative level of salary structures that apply outside the organization. The balance between internal consistency and external consistency is considered very important to ensure that employees feel satisfied and remain motivated and effective for the organization as a whole.

INTRODUCTION

Background of the problem

Determining the form of an organization in a company is not just a formal fulfillment in an institution, both government and private, but there are more important things, namely how to manage the organization itself so that it can actualize all types of activities to achieve goals. Meanwhile, from the other side, the existence of the organization is as a forum for placing and appointing people involved in it to bring the institution towards adequate activities.

The involvement of people in a company in an organizational context is expected to play an active role in the successful achievement of multiple goals, both individual goals and organizational goals. Good organizational management is characterized by a sense of ownership of the people involved in it, and on the other hand, this involvement also needs to be balanced with comparable remuneration so that this will also lead to employee performance demands.

The role of employees is seen as very important for the success of an organization in the sense that no matter how perfect an organization's plans are, if employees cannot carry out their duties with high enthusiasm, then an organization or company will not achieve the results desired by the company. Likewise, the importance of the role of compensation strategy will have a positive impact on the company because indirectly the compensation strategy itself is remuneration provided by the company to employees for the

services they have provided to the company. Forms of compensation in the form of premiums, transport allowances and health benefits or other forms are financial and non-financial manifestations that must always be budgeted for by management. In a general understanding of the concept, compensation is everything that employees receive as compensation for what they contribute. Compensation issues are interrelated with internal consistency and external consistency where internal compensation is related to the concept of relative salaries within the organization and external consistency is related to the relative level of salary structures that apply outside the organization. The balance between internal consistency and external consistency is considered very important to ensure that employees feel satisfied and remain motivated and effective for the organization as a whole.

Likewise, the definition of performance management is a management process designed to link organizational goals with individual goals in such a way that both individual goals and organizational goals can be achieved. Meanwhile, employee performance is the quality and quantity of work results that can be achieved by an employee in carrying out his duties in accordance with the responsibilities given to him considering that in the current era of globalization, employees and companies are required to work professionally.

In today's increasingly advanced and developing economy, efforts to increase human resources are very important and necessary because the success of every development sector involves human resource factors. Increasing human resources is the most dominant factor in order to align this position with countries that have developed economic conditions. In the era of globalization, free competition will influence current conditions. The existence of employees is still the most important factor in carrying out a business sector, so that employees remain the main factor that will determine the success or failure of the company's goals. The more advanced and developed a company is, the higher the demand for professionalism. If employees are categorized as professionals, the company will try to retain its employees with the consequence of implementing a proportional compensation strategy. This existence is certainly a challenge for PT. Griya Mapan Nusantara in Surabaya, which operates in the housing development sector, always tries to retain its employees to continue working at the company professionally and remain loyal. It is realized that the role of employees in a company is so big, so the leadership of PT. Griya Mapan Nusantara needs to motivate its employees in order to deepen their sense of loyalty to the company which can lead to increased work in the company. One way to increase this is by implementing adequate compensation strategies for employees.

In an effort to improve employee performance, the leadership of PT.

Griya Mapan Nusantara apart from providing salaries, companies also need to provide additional income in the form of commissions, transport allowances, meal allowances, work safety guarantees, work health guarantees and so on. It is hoped that by providing various additional income, employees will be motivated to work better so that their performance can be improved.

LITERATURE REVIEW

Theoretical basis

This chapter is a study of the theoretical basis used as a basis in exploring the use of approaches to analyze research results and problems that occur at PT. Griya Mapan Nusantara Surabaya with various concepts and analysis models with the aim of providing relevant and rational meaning and conclusions in accordance with the rules of scientific thinking.

Understanding Human Resource Management

A simple definition of the meaning of human resource management is managing human resources. Of all the human resources available in an organization, both public and private organizations, human resources are the most important and crucial, human resources are the only resources that have reason, feelings, desires, power and initiative. All of these human resource potentials greatly influence an organization's efforts to achieve its goals, no matter how advanced technology, information development, availability of capital and adequate materials are, without human resources it will be difficult for the organization to achieve its goals. No matter how good the organization's goals and plans are, it will likely be in vain if the human resource element is not paid attention

to, especially if it is neglected, Manulang (1976: 11-12).

In general, this definition will appear as follows:

1. Management functions consist of:
 - a) Planning
 - b) Organizing
 - c) Direction
 - d) Supervision
2. Operational functions are:
 - a) Procurement
 - b) Development
 - c) Providing compensation
 - d) Integration
 - e) Maintenance

In connection with this, it can be defined as follows, according to Heidjerachman and Husnan (1990:5) who define personnel management as:

"Planning, organizing, directing and supervising the procurement and development of compensation, integration and maintenance of the workforce with the aim of helping achieve company, individual and community goals."

Meanwhile, according to Handoko (1992: 15)

"Human resource management is the attraction, selection and development, maintenance and use of human resources to achieve both individual and organizational goals."

From the description of the definitions above, it can be concluded that

managing people or human resources is largely determined by activities in the utilization of human resources themselves.

Personnel Management Functions

as found above in personnel management, here these functions can be explained as follows:

1. Planning function
2. Organizing function
3. Directive function
4. Supervisory function

Understanding Compensation

There is an opinion regarding the meaning of the word compensation, namely Nawawi (1997:315) defines it in his book Human Resource Management for Composite Business. The first print is "Compensation can be defined as compensation for the company, meaning appreciation or reward for workers who have contributed to realizing their goals, through activities called work."

a) The types of awards or rewards as compensation must be differentiated as follows:

1. Direct Compensation
2. Indirect Compensation
3. Incentives

b) In its manifestation, it can be distinguished between total compensation and special compensation as follows:

1. Total Compensation

The components of total compensation are:

- a) Salary/wages (salary for permanent employees, non-wage for non-permanent employees)
- b) Indirect compensation
- c) Incentives

2. Special Compensation

Specific compensation components are:

- a) Company vehicles
- b) Special parking space
- c) Payment of executive association membership fees.

c) The incentive payment program is as follows:

1. Direct incentives
2. Individual incentives
 - a) Field Work Program
 - b) Standard Hours Program
 - c) Executive Incentive Program
3. Team Incentives

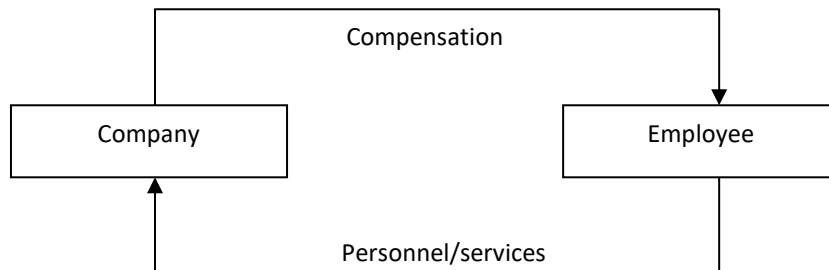
Team incentives fall between individual programs and organization-wide programs and performance targets are tailored specifically to what the work team needs to do. Strategic goals link individual goals with work group goals and are always linked to financial goals.

d) The compensation process according to the opinion of Saydam, BC, TT (1996:233) in his book Human Resources Management is as follows:

Basically, according to Saydam, the process of providing compensation also applies the law of bargaining. In fact, the relationship between companies and employees is no different from the relationship between sellers and buyers in the market. Companies as buyers of

services, offer jobs to employees (job seekers), and employees are willing to sell and provide their energy or services to the company. In return for providing

this energy, the company will provide rewards or compensation to employees for the services they have provided.



Source: Saydam, BC, TT (1996:233) in his book Human Resource Management

e) From the description above regarding the compensation process in which the company is perceived as a factor that increases work motivation, the factors that influence the level of compensation are as follows:

1. Labor Supply and Demand
2. Labor Organization (Trade Union)
3. Productivity
4. Cost of Living

f) The compensation system according to the opinion of Nawawi (1997:320) in his first printed book Human Resource Management is as follows:

1. The wage plan must be linked to the company's business strategy
2. The amount of total wages must also take into account national economic growth factors
3. Strive for a wage structure that can be developed as the best wage system
4. Design the wage structure by considering various issues regarding workers as wage earners.

g) Purpose and Importance of Compensation

After all, people's main goal in looking for work is so that they can live from the results of that work, or in other words, they want to work because they feel that by working they will get

compensation as a source of sustenance to support themselves and their children and wife. So it can be concluded that compensation can be seen as the key to managing human resources effectively in accordance with employee needs, therefore it can be concluded that the purpose and importance of compensation are as follows:

1. Attract Potential Workers
2. Retaining Good Employees
3. Increase productivity
4. Make payments according to legal regulations
5. Facilitate Strategic Goals
6. Strengthen and Determine the Structure

Understanding Motivation

The definition of motivation put forward by Schiffman and Kanuk (1991: 69), is as follows: "Motivation can be described as the driving force within individuals that impulses them to action".

This means that motivation is a driving force within a person that forces him to act. The driving force is caused by tension as a result of unmet needs, whereas according to Mowen and Minor (2002:205-206), motivation is an activated or driven state where a person directs behavior based on goals. This includes impulses, wishes, hopes or desires.

According to Wells and Prensky (1996:227), motivation: "...is the process by which an

individual recognizes a need takes action to satisfy it".

Motivation is a process in which an individual recognizes a need and takes action to fulfill it.

According to Loudon and Bitta (1993:327-328), motivation is an impulse within an individual based on or related to personal criteria and emotions. Consumers choose goals according to individual subjective criteria, such as expressing feelings of love, pride, status, preferences, and security.

Motivational tendencies include eight main influences on consumer behavior, namely:

- a. Self-expression (self-expression)
- b. Self-defense (self-defensive)
- c. Recreation (tension reduction)
- d. Reinforcement
- e. Claims (assertion)
- f. Status (affiliation)
- g. Formation of identity (identification)
- h. Model or example (modeling)

This urge is related to the act of imitating other people who become public figures.

Based on these definitions, it can be concluded that motivation is a statement in the body that moves energy and directs it selectively to a goal which is generally located in the external environment. This motivation encourages humans to carry out concrete actions directed at goals to achieve satisfaction. Therefore, it can be seen that consumer behavior actually begins with a motivation.

Understanding Employee Performance

According to the opinion expressed in his book Human Resource Management by Anwar P. Mangkunegara (2000:67) as follows: Employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

And according to the opinion expressed in the book Human resource management for employee performance policies by

Prawirosentono (1999:27) first edition as follows:

Employee performance is performance and comes from the root word "to perform" which has several entries, the meaning of "entries" is:

- a) Do, carry out, carry out
- b) Fulfilling or carrying out the obligations of a vow
- c) Describes a character in a game
- d) Describe it with sounds or musical instruments
- e) Carrying out or perfecting responsibilities
- f) Carrying out an activity in a game
- g) Playing music (performance)
- h) Doing something that a person or machine expects.

In the relationship of "entries" the most suitable and appropriate are the letters a, b, e, and h, namely by carrying out an activity and perfecting it in accordance with one's responsibilities with the results as expected.

So from Suyadi Prawirosentono's opinion it can be concluded that employee performance is the work results that can be achieved by a person or group of people in an organization. In accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

Likewise, according to the opinion in his book Human Resource Management based on competency by Alain Mitrani (1995), the first print regarding Performance Management is as follows:

Performance management is a process or set of processes for creating a shared understanding of what must be achieved (and how it must be achieved), as well as how to organize people in a way that increases the likelihood of achieving those goals.

With this definition, companies can have a broad view of how the performance management

process includes how to manage people and its elements and the process is as follows:

- a) Strategy and goals
- b) Job restrictions
- c) Target setting
- d) Training and providing advice
- e) Review of performance
- f) Skills training
- g) Remuneration based on performance
- h) Training and development

With the performance management process, employees strive to:

- a) Be aware of what is expected of them and how they will contribute.
- b) Have been involved in determining the targets they must achieve.
- c) Understand how performance will be measured and can track the extent to which they are successful.
- d) Given a challenge that they feel is important but achievable.
- e) Given awards and rewards according to what they achieve.

From the several opinions mentioned above, regarding employee performance, performance appraisal and performance management, it can be concluded that the quality and quantity of work results is a manifestation of the performance of employees who work in accordance with the employee's responsibilities because the employee has received comparable compensation from the place where they work,

Where the performance of each employee must be monitored by the manager, while ability can generally be concluded as an expertise or skill that a person has and motivation can be said to be encouragement within a person.

The Influence between Employee Performance and Compensation

After explaining the purpose of providing work motivation compensation, it is clear that one of the most important functions in a company is to achieve company goals, and to realize employee

as well as employees as workers, indirectly by the company, they are assessed on how productively they perform so that the goals of the company and employees are realized so that it will provide benefits for both parties. And also performance management will provide important benefits that companies and employees can take from an effective performance management process, which is why many plans seem to be ineffective. Therefore, in companies where managers and subordinates carefully follow the processes that are designed and trained, the performance management effectiveness rate is higher compared to companies that ignore these processes.

- a) Relationship between Individual Performance and Company Performance (Individual and Corporate Performance)
- b) Purpose and Importance of Performance Appraisal.
- c) Barriers to Aligning Performance Appraisal with Business.
- d) Types of Performance Criteria.
- e) Assessing Individual Performance.

Therefore, a manager has to measure the performance of employees and the performance of each work unit must be measured using the following statistical methods: (Control Statistics)

$\text{Performance} = \text{Ability (capacity)} + \text{Motivation}$
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performance because by providing compensation and work motivation the company is expected to be able to:

- 1) Optimize existing human resources.
- 2) In order to achieve company goals, both long-term and short-term goals.
- 3) So that efforts are made to maintain and improve the best capabilities of companies that are competitors (competitors) who can dominate the market.
- 4) Realizing the company's business mission.

From the description above we can conclude that employee performance is the result of the application of compensation and work motivation where the two applications are interrelated because this compensation is a way for work motivation to be realized with the company's hope of realizing employee performance that is full of responsibility in accordance with the plans outlined. has been set.

Hypothesis

Hypothesis is used as one of the conditions for carrying out a scientific investigation. In fulfilling the requirements mentioned above, it is absolutely essential that a hypothesis is required to determine the appropriate steps or steps to be taken to conduct research that can find the problems being faced by the company.

So the hypothesis that the author proposes in this research is:

- 1) Providing compensation in the form of commissions, transport allowances and health benefits has a statistically significant simultaneous influence on employee performance at PT. Griya Mapan Nusantara in Surabaya.
- 2) Providing compensation in the form of commissions, transport allowances and health benefits has a statistically significant (significant)

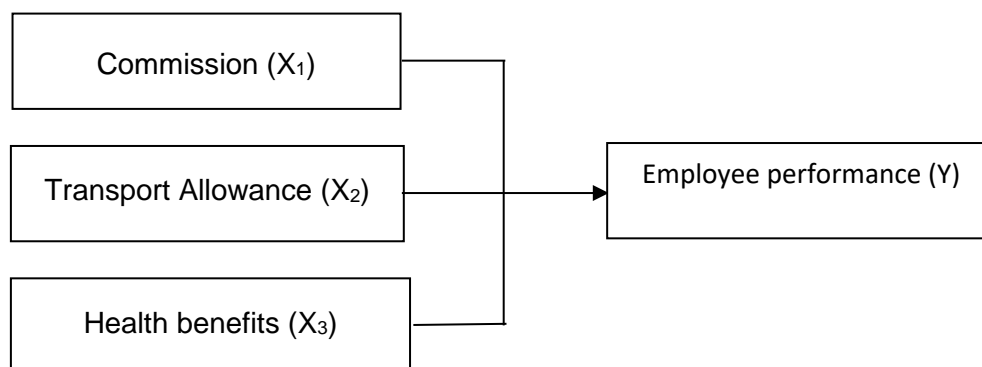
partial influence on employee performance at PT. Griya Mapan Nusantara in Surabaya.

- 3) Providing compensation in the form of commissions has a dominant influence on employee performance at PT. Griya Mapan Nusantara in Surabaya

Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)

RESEARCH METHODS

Conceptual Framework



Population

The population in this case is all employees of PT. Griya Mapan Nusantara Surabaya as many as 150 people.

Sample

Meanwhile, sampling was carried out using a random sampling method of 60 PT employees. Griya Mapan Nusantara Surabaya.

Operational Definition of Variables

In writing this thesis the author will define operational variables in research to make it easier to solve problems that will be discussed later.

Based on the analytical model design as stated above, operationally in this research each variable is defined as follows:

1. Independent Variable

Independent variables are other variables, acting as causes or influencing other variables which are included as independent variables

2. Dependent Variable

A dependent variable is a variable that depends on other variables or variables that can be influenced by other variables, including the dependent variable, namely employee performance (Y).

Research Limitations

The limitation of this research is that all employees of PT. Griya Mapan Nusantara Surabaya.

Research Assumptions

The assumption in this research is a significance level of 5%.

Models and Analysis Techniques

Based on the results that have been collected through data collection by collecting a list of questions, a tabulation list and data simplification will then be created. Next, analysis was carried out using microstat software tools. In analyzing the problem, the author groups the data into two parts consisting of:

The steps that can be taken in this analysis and in this research, the data analysis technique that will be used is multiple linear regression with a total of 4 analytical variables with the following analysis model: (Anton Daja, 1994: 235).

$$\hat{Y} = a + b_1 \cdot X_1 + b_2 \cdot X_2 + b_3 \cdot X_3 + e$$

Where :

Y	= Employee performance
a	= Constant
X ₁	= Commission
X ₂	= Transport allowance
X ₃	= Health benefits
e	= Uncontrolled variables or errors (other variables that also influence the research or error rate)
b ₁	= Regression coefficient of variable X ₁
b ₂	= Regression coefficient of variable X ₂
b ₃	= Regression coefficient of variable X ₃

From this analysis, to find out some of the results obtained, you can see the following steps:

1. The X – Y (Multiple R/R) correlation coefficient is applied to the sample correlation coefficient of more than one independent variable to show the close relationship between the independent variable and the dependent variable.

2. Coefficient of determination (R square/adjusted R square) which explains the joint influence of the independent variable on the dependent variable. The significance test is the F test.

3. Standard Error of Estimate (SEE) shows the standard deviation, namely the standard difference between the actual values of the dependent variable (Y) in relation (n) to the variable (X) and the estimate of the dependent variable from the predictions used in the analysis.

4. F Test Calculation

To find out whether the two independent variables have an influence or not on increasing sales volume, the F value calculation is used. The steps that must be taken to use the F value calculation:

- a. Formulate a hypothesis statistically
 - $H_0 : b_1 = b_2 = b_3 = 0$, - means Commission, Transport and Health allowances have no influence on employee performance.
 - $H_1 : b_1 \neq b_2 \neq b_3 \neq 0$, This means that Commission, Transport and Health allowances have an influence on employee performance.
- b. The F test (F-test) is a simultaneous test which means that together the independent variables can influence the dependent variable. With the formula:

$$R = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

Where:

F = F test value
 R^2 = Coefficient of
 Determination
 n = Number of data

k = Number of independent variables

c. Before looking for the F table value, first determine the level of significance = 0.95 and the real level (α) = 0.05 then use the degrees of freedom, namely:

- Df numerator (k)
- Df denominator (n-k-1)

where: n is the amount of data, k is the number of independent variables.

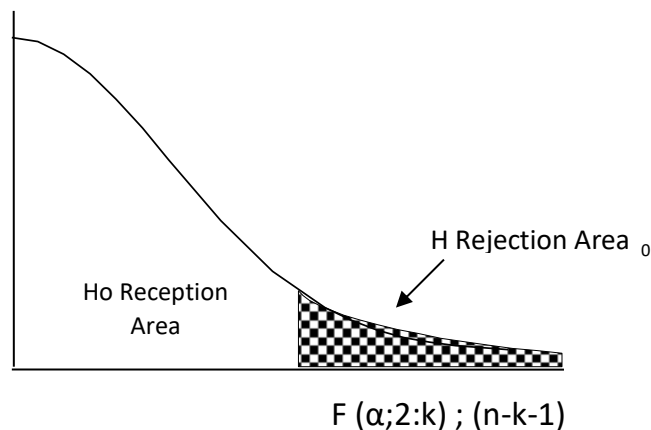
d. Test criteria

- If F table > F count, then H_0 is accepted and H_1 is rejected, meaning that Commission, Transport and Health benefits simultaneously do not have a significant influence on employee performance at PT. Griya Mapan Nusantara in Surabaya.

- If F table < F count, then H_0 is rejected and H_1 is accepted, meaning that Commission, Transport and Health benefits simultaneously have a significant influence on employee performance at PT. Griya Mapan Nusantara in Surabaya.

e. Determine acceptance and rejection using the F distribution curve.

Picture the F Distribution Curve



5. T Test Calculation

To find out whether there is a partial influence of the independent variables commission allowance, transport and health on employee performance, the t value calculation is used.

The steps that must be taken to use the t value calculation:

- a. Formulate a hypothesis statistically
 $H_0 : b_1 = 0$ or $H_0 : b_2 = 0$, or $H_0 : b_3 = 0$ means allowance

- commission, transport and health do not have a partially significant influence on employee performance.

- $H_1 : b_1 \neq 0$ or $H_1 : b_2 \neq 0$ or $H_1 : b_3 \neq 0$, This means that commission, transport and health allowances have a partially significant influence on employee performance.

b. The formula for t count:

$$t_h = \frac{b_1}{Sb_1}$$

Sudjana, (1992 ; 111)

Where :

t_h = t count

b_1 = Regression Coefficient for the 1st variable

Sb_1 = Standar error

c. Before looking for the t table value, first determine the level of significance = 0.05 and the real level (α) = 0.05/2 then use the degrees of freedom, namely:

$Df = (n - k - 1)$.

Where : n is the amount of data, k is the number of independent variables and 1 is the constant parameter.

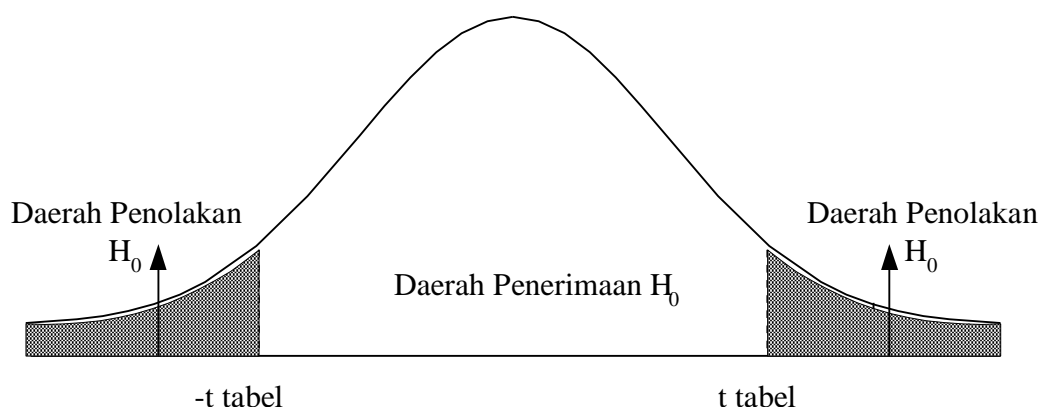
d. Test criteria:

▪ If the value $-t_{\text{calculated}} < t_{\text{table}} < t_{\text{calculated}}$ then H_0 is accepted and H_1 is rejected, meaning that one of the independent variables has no effect on employee performance.

▪ If the calculated t value $< t_{\text{table}}$ or $t_{\text{calculated}} > t_{\text{table}}$ then H_0 is rejected and H_1 is accepted, meaning that one of the independent variables has an influence on employee performance.

e. Determine acceptance and rejection using the t distribution curve.

Image of the t distribution curve



Definition of Terms

The limitations of this research are:

- Commission
- Transport allowance
- Health benefits

d) Employee performance

RESULTS AND DISCUSSION

Description of Research Results

The data obtained from respondents is primary data collected through questionnaires, which is the employee's perception of commissions and the two types of benefits received by employees, which is then empirically tested scientifically. Meanwhile, this research is field research with the object of a company that is facing low performance, with primary data collected through a systematic questionnaire. Based on the data analysis method used in the research method, to study the relationship and influence (commissions, transport allowances and health benefits) in an effort to improve employee performance, based on the results that have been collected through data collection with questionnaires, a tabulation list will then be

Table Coefficients(a)

Model	Unstandardized Coefficients		Standard ized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	,213	,301		,709	,481			
Commission (X1)	,070	,198	,062	,352	,726	,799	,047	,022
Transport Allowance (X2)	,670	,134	,627	5,008	,000	,872	,556	,314
Health benefits (X3)	,242	,197	,226	1,227	,225	,820	,162	,077

a Dependent Variable: Employee performance (Y)

The Multiple Linear Function in this research is:

$$Y = 0,213 + 0,070 X_1 + 0,670 X_2 + 0,242 X_3 + 0,22$$

From the equation above it can be explained as follows:

1. A constant of 0.213 points states that if there were no commissions such as incentives, transport allowances or health benefits, employee performance would remain at 0.213 points.
2. Regression coefficient X1 (Commission) = 0.070; This means that if the independent variable (X1) increases by 1 point, then employee performance will increase by 0.070 points, assuming variables X2 and X3 do not change.

made in the context of the process Further analysis, from the results of tabulation and data simplification, analysis was then carried out using the SPSS software tool ver 11.05 for Windows.

Model Analysis and Hypothesis Testing

Multiple Linear Regression

From the regression equation obtained from statistical testing using the SPSS software tool ver 11.05 For Windows, it will be known that changes in a variable are caused by several other variables, for example employee performance values are influenced by commissions, transport allowances and health benefits as follows (See attachment 1. Regression Analysis).

3. Regression coefficient X2 (Transport Allowance) = 0.670; This means that if the independent variable (X2) increases by 1 point, then employee performance will increase by 0.670 points, assuming variables X1 and X3 do not change.
4. Regression coefficient X3 (Health Benefits) = 0.242; This means that if the independent variable (X3) increases by 1 point, then employee performance will increase by 0.242 points, assuming variables X1 and X2 do not change.

Coefficient of Determination

The percentage influence of all independent variables on the value of the dependent variable

is shown by the magnitude of the coefficient of determination (R^2).

Table Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,883(a)	,780	,769	,109352

- a. Predictors: (Constant), Health Benefits (X3), Transport Allowance (X2), Commission (X1)
- b. Dependent Variable: Employee Performance (Y)

Meanwhile, the coefficient of determination (R^2) shows a value of 0.78. Thus, the influence of the independent variable on the dependent variable in the regression equation shows an influence of 78.0%; while the remaining 22.0% is influenced by other variables outside the model.

Thus, if measured by the magnitude of the influence of the independent variable on changes in the value of the dependent variable, the resulting regression equation can be used to estimate employee performance values.

Simultaneous Hypothesis Testing

This test was carried out to find out whether all the independent variables consisting of commissions, transport allowances and health benefits have a statistically meaningful (significant) simultaneous influence on employee performance at PT. Griya Mapan Nusantara Surabaya. The test is carried out using the F distribution test, the method is by comparing the critical F value (F_{table}) with the Fcount value (F_{RATIO}) contained in the Analysis of Variance Table from the calculation results.

Table ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,380	3	,793	66,341	,000(a)
	Residual	,670	56	,012		
	Total	3,050	59			

a Predictors: (Constant), Health Benefit (X3), Transport Allowance (X2), Commission (X1)

b Dependent Variable: Employee Performance (Y)

Calculation of calculated F Value (Ratio)
The critical value in the F distribution with a significance level (α) of 5% and degree of freedom (D.F) = 59 is 3; 56. Fcount value = 66.341. Thus, based on a

comparison between the two values (where $F_{count} = 66.341 > F_{table} = 2.77$), it can be statistically proven that the independent variables consisting of commission, transport allowances and

health benefits have a significant effect on the dependent variable, namely employee performance as demonstrated in figure

Independent Variables that Partially Influence Employee Performance

This analysis aims to partially determine variable X1 (commission) with variable Y (employee performance) and variable X2 (transport allowance) with variable Y (employee performance) and variable X3 (health benefits) with variable Y (employee performance). In this study, DF = 56 was used, and a 1-sided test ($\alpha = 5\%$) where in the table the value of table = 2.003 (for the right side).

Table Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	,213	,301		,709	,481			
Commission (X1)	,070	,198	,062	,352	,726	,799	,047	,022
Transport Allowance (X2)	,670	,134	,627	5,008	,000	,872	,556	,314
Health benefits (X3)	,242	,197	,226	1,227	,225	,820	,162	,077

Based on the test results, it shows that the values are as follows:

c. For Commission (X1)

1) $H_0; b_1 = 0$

$H_0; b_1 \neq 0$

2) $t_{\text{calculate}}$ for $b_1 (X_1) = 0,352$

3) $t_{\text{table}} = 2,003$

$\alpha = 0,05$

$t(\alpha; n - k - 1)$

$t(0,05; 60 - 3 - 1)$

$t(0,05; 56)$

4) Testing Criteria

H_0 is accepted if $t_{\text{table}} > t_{\text{calculate}}$

H_0 is rejected $t_{\text{table}} < t_{\text{calculate}}$

d. For Transport Allowance (X2)

1) $H_0; b_2 = 0$

$H_0; b_2 \neq 0$

2) $t_{\text{calculate}}$ for $b_2 (X_2) = 5,008$

3) $t_{\text{table}} = 2,003$

$\alpha = 0,05$

$t(\alpha; n - k - 1)$

$t(0,05; 60 - 3 - 1)$

$t(0,05; 56)$

4) Testing Criteria

H_0 is accepted if $t_{\text{table}} > t_{\text{calculate}}$

H_0 is rejected $t_{\text{table}} < t_{\text{calculate}}$

e. For Health Benefits (X3)

1) $H_0; b_3 = 0$

$H_0; b_3 \neq 0$

2) $t_{\text{calculate}}$ for $b_3 (X_3) = 1,227$

3) $t_{\text{table}} = 2,003$

$\alpha = 0,05$

$t(\alpha; n - k - 1)$

$t(0,05; 60 - 3 - 1)$

$t(0,05; 56)$

4) Testing Criteria

H_0 is accepted if $t_{\text{table}} > t_{\text{calculate}}$

H_0 is rejected $t_{\text{table}} < t_{\text{calculate}}$

From the thit values above, it can be seen that statistics show that the transport allowance variable has a dominant influence on employee performance as indicated by the largest calculated t value, namely 5.008. Thus, the

second hypothesis stating that commission giving has a dominant influence is not proven.

Discussion

In this case, compensation is everything that employees receive as compensation for what they contribute. Compensation issues are interrelated with internal consistency and external consistency where internal compensation is related to the concept of relative salaries within the organization and external consistency is related to the relative level of salary structures that apply outside the organization. And the balance between internal consistency and external consistency is considered important to pay attention to in order to ensure feelings of satisfaction, and employees remain motivated and effective for the organization as a whole.

The performance achieved by employees is not yet optimal. In this case, at PT. Griya Mapan Nusantara Surabaya, performance is applied as the final output produced by employees while carrying out their duties and authorities in accordance with the job description determined by company management. The instruments evaluated by company management are:

- a. Quality of work
- b. Initiative
- c. Cooperation
- d. Knowledge of work
- e. Responsibility
- f. Time utilization
- g. Reliability

In an effort to improve employee performance, the leadership of PT. Griya Mapan Nusantara Surabaya apart from providing salaries, companies also need to provide additional income in the form of incentives or commissions, transport allowances, meal allowances, work safety guarantees, work health guarantees and so on. It is hoped that by providing various additional income, employees will be motivated to work better so that their performance can be improved.

Therefore, the greater the role of human labor in a company, the more companies, especially PT. Griya Mapan Nusantara Surabaya, which operates in the printing services sector, tries to retain its employees so that they continue to work at the company professionally and remain loyal, so a compensation strategy is needed.

This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

Conclusion

1. From the data above, the regression equation is obtained, namely: $Y = 0.213 + 0.070 X_1 + 0.670 X_2 + 0.242 X_3 + 0.22$
2. Meanwhile, the coefficient of determination (R^2) shows a value of 0.78, thus the influence of the independent variable on the dependent variable in the regression equation shows an influence of 78%; while the remaining 22% is influenced by other variables outside the model.
3. Based on the results of data calculations with SPSS 11.0, it can be seen in the ANOVA table above that the F ratio calculation

results obtained were 66.341. If a significance level (α) of 5% is used and the degree of freedom (D.F) = 59 is 3; 56 is 2.77 (from F table calculations). Because F count = 66.341 and F table = 2.77, then $102.997 > 2.77$, it can be statistically proven that the independent variables consisting of commission, transport allowances and health benefits have a significant effect on the dependent variable, namely employee performance. And the hypothesis can be accepted (proven).

4. Based on the SPSS 11.0 program calculations in the attachment, it is known that t-count = 0.352, because $0.352 < 2.003$, the commission variable has a less significant (meaningful) influence on employee performance, thus the hypothesis is not proven.

5. Based on the SPSS 11.0 program calculations in the attachment, it is known that t-count = 5.008, because $5.008 > 2.003$, the transport allowance variable has a significant (meaningful) influence on employee performance, thus the hypothesis is proven.

6. Based on the SPSS 11.0 program calculations in the attachment, it is known that t-count = 1.227, because $1.227 < 2.003$, the health benefits variable has a less significant (meaningful) influence on employee performance, thus the hypothesis is not proven.

7. From the thit values above, it can be seen that statistics show that the transport allowance variable has a dominant influence on employee performance as indicated by the largest calculated t value, namely 5.008. Thus, the second hypothesis stating that commission giving has a dominant influence is not proven.

Suggestion

Thus, suggestions that can be given to company management include:

1. Company management should implement a more complete policy to improve employee welfare, where the company's hope is that in this way employee performance will increase
2. Even though financially a policy can encourage an increase in employee

performance, periodic evaluation must be carried out so that the company has more complete data and information about the behavior of its employees towards the various policies set by the company.

3. Companies need to pay attention to increasing the provision of transport allowances, because this will increase employee operational activities which can support their work in the company.

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