



Analysis of the Influence of Compensation, Leadership, and Work Environment on Employee Work Motivation at PT. Propan Raya ICC Yogyakarta Branch

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ABSTRACT

The purpose of this quantitative research is to examine the relationship between employee motivation at PT. Propan Raya ICC Yogyakarta Branch and factors such as compensation, leadership, and the work environment. An analysis was conducted using SPSS statistical tests and a Likert scale based on data received from 85 workers who filled out questionnaires. Employees' incentive to work hard is positively impacted by pay and working conditions, according to the findings. At the same time, the leadership of PT. Propan Raya ICC Yogyakarta Branch does not significantly impact the motivation of the employees to work.

INTRODUCTION

Human resources are important company assets that greatly affect the success of the organization. Companies need quality, skilled, and knowledgeable human resources to be able to keep up with the times. Employee performance is a benchmark for company development as well as evaluation material and consideration for managers in making important decisions.

Employee motivation is very important to improve human resource capabilities and achieve company goals. Motivation encourages employees to be more enthusiastic, active, and strive to achieve the best results. According to Rahsel (2018), motivation is a force within an individual that triggers actions to meet needs and goals. Pramesti (2017) added that motivation makes someone ready to exert maximum effort for organizational goals, especially when personal needs are met. The main factor that influences employee motivation is compensation; inadequate compensation can lead to the loss of quality employees and additional costs for recruitment.

According to Mubaroq & Zulkarnaen, (2017) compensation is a cost that must be borne by the company with the aim of encouraging higher employee performance. Therefore, fair and appropriate compensation management is important so that employees feel satisfied and motivated, so that company goals are achieved. Sarira (2015) added that compensation includes all forms of income, both money and goods, as a reward for employee services. Compensation acts as an award that influences work motivation, which is supported by research by Laminingrum (2016), Sarira (2015), and Sembiring and Prasetyo (2018) which show a positive effect of compensation on employee work motivation.

Leadership is an important factor that influences employee work motivation in addition to compensation. Woszczyzna (2015) stated that leaders must be able to inspire teams to work effectively and efficiently, while Indrayani (2018) emphasized the importance of developing a leader's personality to create effective relationships with team members. Surbakti (2016) emphasized that the main task of a leader is to direct individuals to achieve predetermined goals. To lead is to encourage others to willingly execute an action, whether by the use of threats, incentives, authority, or persuasion (Tuono, 2016). Since leaders can't accomplish their goals by themselves or via the exercise of their own authority alone, they must foster collaboration among team members. Leadership boosts employee enthusiasm to work, according to studies conducted by Pradana (2015), Tuono (2016), and Wicaksono and Hermani (2017).

According to Rahmi (2020), the workplace is where workers go about their everyday lives in a way that influences how comfortable and efficient, they are at work, which in turn affects their productivity. Coworkers, corporate regulations, working circumstances, and relationships between superiors and subordinates are all aspects of the workplace that might influence employee motivation (Paita et al., 2015). When workers are in a pleasant setting, they are able to do their best job in an atmosphere that is free from hazards and hazards. According to Josephine and Harjanti (2017), rules, psychological factors, and physical components all contribute to an employee's level of contentment and output on the job. According to other research, such as those of Ahiruddin et al.

(2020), Ingsiyah et al. (2019), and Prakoso et al. (2014), the workplace positively affects employees' desire to work.

PT. Propan Raya ICC is a pioneering Indonesian paint company that has been around since 1979. Its mission is to be the most innovative paint and building material manufacturer in the world while also caring for its customers, partners, employees, and the nation. Specifically, the Yogyakarta branch at Jl. Imogiri Barat KM.7, Semail, Bangunharjo, Sewon, Bantul, DIY was the site of the investigation. Propan Raya aims to create an enthusiastic workforce by providing fair remuneration, strong leadership, and a pleasant work environment in the face of intense competition, external threats, and economic challenges. Employee motivation at PT. Propan Raya ICC Yogyakarta Branch is the focus of this research, which intends to dissect the role of leadership, work environment, and salary.

LITERATURE REVIEW

Motivation

Megawati & Supriyatin (2019), motivation is a driver or effort and desire in humans that makes individuals more enthusiastic, provides energy, and directs actions to carry out tasks well in their work. Chukwuma & Obiefuna (2014) state motivation as the process of producing, maintaining, and directing certain behaviors, so that drives such as needs and desires motivate employees to act. Citra (2019) adds that motivation is a driver or need that drives someone to be enthusiastic in fulfilling desires and acting towards maximum results. Herawati & Nurmastuti (2023) explain motivation as an internal force that drives individuals to take action, with the intensity of this force reflecting the level of motivation. Jannah et al. (2021) concluded that motivation is a driver that arises from needs that direct individual behavior to achieve certain goals or rewards. Motivation indicators according to Maharani, et al. (2021), include behavioral direction, level of effort, level of persistence.

Compensation

The purpose of compensation, as defined by Sudana and Supartha (2015), is to make workers feel valued for the work they do by providing them with material or in-kind rewards for their efforts. According to Maulana (2020), compensation encompasses all forms of remuneration that workers get as a result of their efforts and labour. As a result, compensation is a crucial strategic function within HRM that greatly influences HR management. Indicators of remuneration include salary, incentives, bonuses, and wages (Maurana, 2020). A key component of compensation for organisations looking to hold on to their human resources is an incentive system that connects pay with performance. A lack of fair and suitable remuneration, according to Mubaroq and Zulkarnaen (2017), may cause organisations to lose talented people and demotivate their employees, both of which are detrimental to the company's success. Salary increases employees' desire to do their best job, according to studies conducted by Lamingrum (2016), Sarira (2015), and Sembiring & Prasetyo (2018).

H₁: Compensation has a positive and significant effect on employee work motivation.

Leadership Style

Leadership is the ability of an individual to influence and motivate others to do something according to a common goal (Prayitno, 2017). The leadership process includes setting organizational goals, motivating followers, and improving group and organizational culture. Leadership style is the way a leader interacts and motivates others, influenced by the leader's values, assumptions, perceptions, expectations, and attitudes (Sedarmayanti, 2017). According to Maharani et al. (2021) indicators of leadership style include instructive, consultative, participatory, delegative, and supportive behavior. The influence of a leader on team members greatly determines performance, so leaders must understand the characteristics of their members and their duties to provide appropriate direction and motivation. Work motivation is influenced by a leadership style that is able to build effective communication and provide encouragement (Mendrofa et al., 2021). The success of a leader can be seen from his ability to empower employees to face challenges and create a clean work environment. Previous research by Pradana (2015), Tueno (2016), and Wicaksono and Hermani (2017) also confirmed the positive influence of leadership on employee work motivation.

H₂: Leadership style has a positive and significant effect on employee work motivation.

Work Environment

Groups of people working together in an enabling setting to accomplish organisational objectives in line with stated purpose and vision constitute the workplace (Sidanti, 2015). The physical space in which workers do their jobs has an effect on their productivity, safety, and happiness on the job (Lestari, 2016). Tools, materials, the immediate surroundings, procedures, and group and individual work arrangements are all part of what Sedarmayanti called the "work environment" (Suratman Hadi, 2019). Gracia (2019) uses indicators of lighting, air circulation, security, noise levels, work rules, and employee interactions to assess the work environment. Leaders in organisations should think about how their work environment influences employee motivation and performance (Prakoso, 2014). This is because workers require positive reinforcement to do a better job. According to Pranitasari (2019), a pleasant work environment has a beneficial influence on employee behaviour, whilst a poor work environment has the opposite effect. Workplace factors positively affect employees' desire to do their best, according to several research (Ahiruddin et al., 2020; Ingsiyah et al., 2019; Prakoso et al., 2014).

H₃: The work environment has a positive and significant influence on employee work motivation.

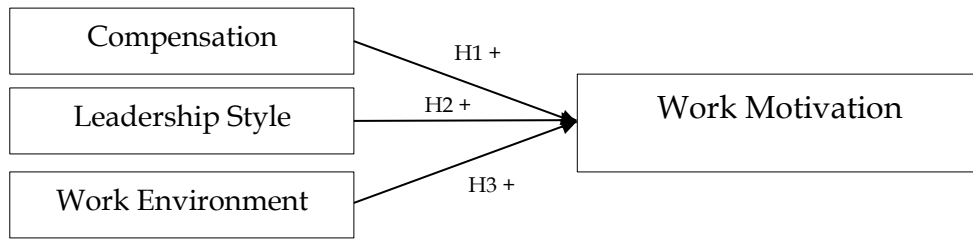


Figure 1. Conceptual Framework

METHODOLOGY

In order to characterise and explain the impact of leadership, work environment, and remuneration on employee work motivation, this research use quantitative methodologies. The PT. Propan Raya ICC Yogyakarta Branch served as the site of data collection for this research. All eighty-five workers in the Yogyakarta branch of PT. Propan Raya ICC were considered for this study's population. Saturated sampling, in which the whole population was chosen at random, was employed for this study's sample. Using the SPSS statistical tool, the data that was obtained were analysed. Descriptive analysis, multiple linear regression, and validity and reliability tests are some of the data analysis approaches used to define sample characteristics, test hypotheses, and guarantee that the questionnaire instrument is consistent and valid.

RESEARCH RESULT

Respondent Profile

Respondent profiles are used to explain the demographic characteristics of respondents as well as the answers to the questionnaires that have been distributed to 85 respondents. The identity of respondents recorded includes gender, age, education, and length of service.

Table 1. Respondent Profile

Characteristics	Frequency	Percentage (%)
Gender of respondents		
Male	49	14
Female	36	11
Age range of respondents		
18 - 25 years	17	5
25 - 35 years	47	14
36 - 45 years	20	6
46 - 55 years	-	-
56 - 65 years	1	-
Respondent's highest education		

High School	59	17
Diploma	10	3
Strata-1 (S1)	16	5
Others	-	-
Period of Employment		
< 1 year	8	2
15 years	41	12
6 - 10 years	25	7
11 - 15 years	7	2
16 - 20 years	2	1
> 21 years	2	1
Total	85	100%

Instrument Test Results
Validity

Table 2. Validity Test Results

Variable	Item Code	rCount	rTable	Description
Compensation (X1)	C1	0.542	0.1796	Valid
	C2	0.709	0.1796	Valid
	C3	0.675	0.1796	Valid
	C4	0.725	0.1796	Valid
	C5	0.549	0.1796	Valid
	C6	0.710	0.1796	Valid
Leadership Style (X2)	LS1	0.801	0.1796	Valid
	LS2	0.874	0.1796	Valid
	LS3	0.895	0.1796	Valid
	LS4	0.918	0.1796	Valid
	LS5	0.835	0.1796	Valid
Work Environment (X3)	WE1	0.708	0.1796	Valid
	WE2	0.873	0.1796	Valid
	WE3	0.727	0.1796	Valid
	WE4	0.852	0.1796	Valid
	WE5	0.773	0.1796	Valid
	WE6	0.789	0.1796	Valid
	WE7	0.818	0.1796	Valid
	WE8	0.863	0.1796	Valid
	WE9	0.781	0.1796	Valid
	WE10	0.656	0.1796	Valid
Work Motivation (Y)	WM1	0.794	0.1796	Valid
	WM2	0.919	0.1796	Valid
	WM3	0.884	0.1796	Valid

The data in the table above show that there is a significant relationship between each item on the dependent and independent variables (r count > r table 0.1796). It follows that the elements in the sentence must be true.

Reliability

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Criteria
Compensation	0.859	Reliable
Leadership Style	0.951	Reliable
Work environment	0.949	Reliable
Motivation	0.934	Reliable

According to the data in table 3, the items in the tested instrument are deemed trustworthy since the Cronbach's Alpha value is more than 0.60.

Classical Assumption Test Results

Normality

Table 4. One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
Asymp. Sig. (2-tailed)	.200 c,d

With a Sig. value larger than 0.05 and an Asymp sig. (2-tailed) of 0.200 from the normalcy test results shown in table 4 above, we can conclude that the residual data in this regression model follows a normal distribution.

Multicollinearity

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics ^a	
		Tolerance	VIF
1	Compensation	.536	1,867
	Leadership Style	.374	2,676
	Work environment	.365	2,740

a. Dependent Variable: Motivation

Using the data from the multicollinearity test (table 5). Since the VIF value is less than or equal to 10.00 and the Tolerance value for salary, leadership style, and work environment is more than or equal to 0.10, it may be inferred that this regression model does not exhibit multicollinearity.

Heteroscedasticity

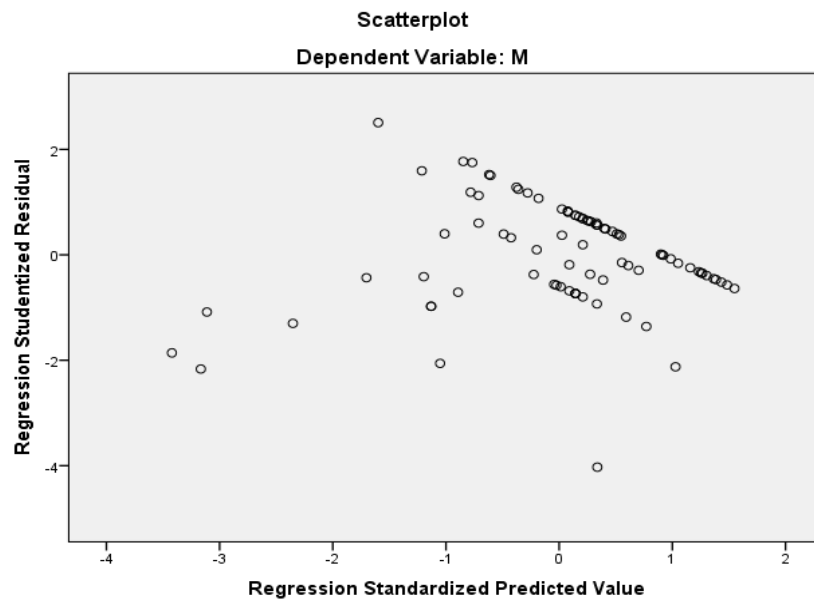


Figure 2. Heteroscedasticity Test Results Scatterplot Graph

The dots in Figure 2's scatterplot graph do not follow any certain pattern, such as waves, broadening, or narrowing, and instead spread out randomly along the Y axis, both above and below 0. So, it seems that the regression model this research utilised didn't have any signs of heteroscedasticity.

Data Analysis Results

Descriptive Statistical Data Analysis

Compensation, Leadership Style, Work Environment, and Motivation were the research variables that were described using descriptive statistics in this study.

Table 6. Descriptive Analysis Results

Variable	Mean	Category
Compensation	3.48	Tall
Leadership Style	3.81	Tall
Work environment	3.96	Tall
Work motivation	4.40	Very high

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

Model		Coefficients			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.006	1.177		2,554	.013
	C	.129	.064	.219	2,026	.046
	LS	-.095	.075	-.165	-1.275	.206
	WE	.236	.046	.668	5.103	.000

a. Dependent Variable: Work Motivation

The regression equation can be formulated as follows:

$$Y = 3.006 + 0.129X1 + 0.095X2 + 0.236$$

Based on table 7, the regression equation is obtained as follows:

1. "Constant (α) of 3.006 with a positive sign means that if the variables compensation (X1), leadership style (X2) and work environment (X3) are considered constant, the value of the work motivation (Y) variable is 5.157 units.
2. The regression coefficient of the compensation variable (X1) is 0.129 with a positive sign, which means that if the value of the compensation variable (X1) increases by one unit, the work motivation (Y) variable increases by 0.129 units.
3. The regression coefficient of the leadership style variable (X2) with a negative value means that every one unit increase in the leadership style variable will decrease work motivation by 0.095 units with other independent variables considered constant.
4. The regression coefficient of the work environment variable (X3) is 0.236 with a positive sign meaning that if the value of the work environment variable (X3) increases by one unit, the work motivation (Y) variable increases by 0.236 units."

T Test

Table 8. T Test Results

Model	t	Sig.
1 (Constant)	2,554	.013
Compensation	2,026	.046
Leadership Style	-1.275	.206
Work environment	5.103	.000

Since the Sig. value for the salary and work environment variables is less than 0.05, we may reject H0 and accept Ha according to the t test findings in table 8. The value of the leadership style variable is greater than 0.05, which means that we may accept H0 and reject Ha.

DISCUSSION

Compensation Has a Positive and Significant Effect on Employee Work Motivation at PT. Propan Raya ICC Yogyakarta Branch

Acceptance of H1 indicates that remuneration influences employee motivation to work at PT. Propan Raya ICC Yogyakarta Branch. As a result, we may say that pay is a key motivator in the workplace. This proves that pay is a variable in this research that influences workers' desire to put forth effort. Employees will be more motivated to work hard if the firm offers better salary. Lamingrum (2016), Sarira (2015), and Sembiring and Prasetio (2018) found that pay had a favourable and substantial influence on workers' desire to do their jobs well, which is in line with the findings of the PT. Propan Raya ICC Yogyakarta Branch research.

Leadership Style Has a Positive and Significant Effect on Employee Work Motivation at PT. Propan Raya ICC Yogyakarta Branch

This research confirmed the null hypothesis that leadership style does not affect employee motivation to work at PT. Propan Raya ICC Yogyakarta Branch. Therefore, it concludes that there is no statistically significant relationship between leadership and intrinsic drive at work. What this suggests is that leadership perception has no effect on staff incentive to work. It is believed that other variables, such pay and working conditions, impact the rise in employee motivation. Despite prior research showing that leadership significantly affects employee desire to work, the findings from the study at PT. Propan Raya ICC Yogyakarta Branch contradict those of Pradana (2015), Tueno (2016), and Wicaksono and Hermani (2017).

Work Environment Has a Positive and Significant Influence on Employee Work Motivation at PT. Propan Raya ICC Yogyakarta Branch

We consider H3 as true since our research shows that the work environment at PT. Propan Raya ICC Yogyakarta Branch significantly affects employee desire to work. This indicates that there is a positive and statistically significant relationship between the work environment variable and motivation. This proves that the study's working conditions are a component that could affect workers' desire to put in effort. Staff morale and productivity are directly linked to the quality of the workplace. Previous research by Ahiruddin et al. (2020), Ingsiyah et al. (2019), and Prakoso et al. (2014), among others, has shown that the work environment significantly and positively affects employee work motivation. PT. Propan Raya ICC Yogyakarta Branch's findings are in line with these findings.

CONCLUSIONS AND RECOMMENDATIONS

Research conducted at the PT. Propan Raya ICC Yogyakarta Branch found that leadership did not significantly impact employee willingness to work, although pay and working conditions did. For a more complete view, the author recommends future studies use a bigger sample, visit other branch locations, and take other factors influencing employee motivation into account. On top of that,

management should focus on salary as a means to motivate employees to work more.

ADVANCED RESEARCH

Based on the research conducted, there are limitations in the form of a focus only on compensation, leadership, and work environment variables on employee work motivation, so that other variables that have the potential to influence work motivation have not been studied; in addition, the number of samples used was only 85 respondents, which is considered less representative to describe the actual conditions so that the results and analysis of the study are not optimal.

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