

## The Effect of Compensation and Work Motivation on Employee Performance at PT. Global Samudera Logistik Surabaya

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### ABSTRACT

This study aims to determine the effect of compensation and work motivation on employee performance at PT. Global Samudera Logistics Surabaya. The compensation variable includes salary, incentives, allowances, and facilities, while work motivation is measured through goal achievement drive, work spirit, initiative, and responsibility. This research uses a quantitative approach with the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The sample consists of 36 employees. The results indicate that compensation has a positive and significant effect on employee performance, as does work motivation. Therefore, it can be concluded that compensation and work motivation are important factors in improving employee performance.

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## INTRODUCTION

Human Resources (HR) have a crucial role to achieve organizational success, both in the public and private sectors. Quality human resources will support the achievement of organizational strategic goals through increasing productivity and work efficiency (Kurniawati, 2020).

A productive employee is not only capable of completing tasks efficiently and promptly, but also able to adapt to the changes and innovate in order to enhance of .work processes.

As stated by Antaiwan (2022), performance refers to a set of indicators that measure an individual's work achievements, strengths, and capacity to carry out predetermined tasks. This is implemented in alignment with established regulations and operational standards, with the ultimate goal of supporting the attainment of organizational objectives.

PT. Global Samudera Logistik Surabaya was established in 2005 and operates in the logistics service sector, providing shipment and receiving services by acting as an intermediary between shippers and transportation service providers.

The main task is to organize and manage the delivery of goods, both domestic and international, by selecting the most efficient and cost-effective routes and modes of transportation.

Based on company data, there has been a downward trend in achieving container shipment targets in the last five years, especially in 2023 and 2024. This condition reflects a decline in performance, marked by decreased punctuality and reduced customer trust in the company's services.

The decline in the achievement of delivery targets in 2023 and 2024 is an important indicator of declining employee performance.

In addition, the low level of work morale among field operational employees is also the cause of declining punctuality. This condition indicates that the aspects of compensation and work motivation greatly affect employee performance, and management must pay close attention to them.

This is in line with research (Yonanda, 2016) that physiological, security, social, reward, and self-actualization needs have a significant positive influence on employee performance.

## THEORETICAL REVIEW

### *Compensation*

Compensation has a strategic role in improving employee morale and performance. According to Mantra and Rini (2023), it is very important to provide appropriate and fair compensation for companies to generate work motivation.

Employees who feel valued through proper compensation in the form of salaries, benefits, and incentives will have a greater incentive to work at their best. This has a direct impact on increasing productivity, work engagement, and loyalty to the company.

In addition, compensation also serves as a form of recognition for employee contributions, which can strengthen the relationship between the

company and the workforce. Compensation is one of the most common forms of reward given to employees in the world of work.

(Hasibuan, 2016) stated that the main indicators in compensation measurement include: (1) salary, (2) incentives, (3) allowances, (4) facilities. If the compensation provided by employees is not appropriate, there will be a decrease in employee performance.

### ***Work Motivation***

According to Aminullah and Kustini (2022), the tasks or jobs given to employees have a great influence on their level of work motivation. When the work is in accordance with the competencies, interests, and expectations of employees, there will be a sense of satisfaction and enthusiasm to complete responsibilities well.

The right assignment can also increase a sense of belonging to work, thus having an impact on increasing motivation and productivity. Conversely, if the job is considered inappropriate or too monotonous, employees tend to lose motivation and experience a decline in performance.

According to Reaso et al. (2022), *the servant leadership* style has a positive impact on employee work motivation. This leadership style puts the interests and needs of team members above the leader's personal interests, and emphasizes the attitude of serving, supporting, and empowering subordinates. This approach creates a more humane and supportive working relationship, so that it can foster trust, loyalty, and work spirit of employees.

Syahyuti (2010) stated that the indicators in measuring work motivation are as follows: (1) encouragement to achieve goals, (2) work spirit, (3) initiative and creativity, (4) sense of responsibility. On the other hand, if employee work motivation is low, it will have an impact on decreasing employee performance levels.

### ***Employee Performance***

According to Wibowo (2019), employee performance is a crucial aspect that reflects the extent to which individuals are able to carry out their duties and responsibilities in the organization effectively. Performance is not only seen from how much work is completed, but also from the quality of work results that are in accordance with the company's standards and expectations.

Good performance shows that employees have the ability, willingness, and commitment to their work. Furthermore, employee performance has a significant influence on the achievement of company goals, as quality and organizational success in the long run depend heavily on the contribution and productivity of its human resources.

(Mathis and Jackson (2012: 378) in (Wirawan: 2010) mentioned that indicators in measuring employee performance include: (1) the quality of work results, (2) the quantity of work, (3) punctuality, (4) attendance, (5) the ability to collaborate. If the employee's performance does not go well, it will cause losses to the company.

### **Research Hypothesis**

According to (Setyawan, 2014) states that a hypothesis is a temporary answer to a research problem whose truth must be tested empirically. A hypothesis is a brief explanation of the relationship between complex phenomena.

As an assumption or provisional answer, the researcher formulated a hypothesis on the study:

1. H1 = Compensation has a positive effect on employee performance

H2 = Work Motivation has a positive effect on employee performance

### **METHODOLOGY**

This study uses a quantitative approach with the type of associative research. The purpose of this study is to test the relationship between independent variables, namely compensation and work motivation, and dependent variables, namely employee performance.

This study utilizes two types of data sources: primary data and secondary data. Primary data refers to data collected directly by the researcher from respondents or research subjects, making it authentic data that has not undergone processing by other parties.

Meanwhile, secondary data was obtained from the company's internal sources, namely the company's target achievement data and employee attendance records, which were collected directly by PT. Global Samudera Logistik Surabaya and used as additional information in this study.

This data is obtained directly to answer research questions or to achieve the predetermined objectives. Questionnaires were distributed directly to the employees of PT. Global Samudera Logistik Surabaya as a form of primary data collection.

This method was chosen because the data collected can be statistically analyzed to determine the extent of the influences between these variables. The population in this study is all employees of PT. Global Samudera Logistics Surabaya as many as 36 people.

Because the population is relatively small and most of them are reachable, the sampling method used is the saturated sampling technique, where all members are used as samples in this study. Data is obtained from internal sources of the company.

The questionnaire instrument was designed based on the indicators of each variable and was measured using a five-level Likert scale, which consisted of statements ranging from "Strongly Disagree" (score 1) to "Strongly Agree" (score 5). Compensation variables are measured based on salary, incentives, benefits, and facilities indicators.

Work motivation variables include indicators of motivation to achieve goals, work morale, and initiative and creativity. Employee performance is measured through five indicators, namely the quality of work results, quantity of work, punctuality, attendance and ability to collaborate.

The analysis method used is Structural Equation Modeling with a Partial Least Square (SEM-PLS) approach using SmartPLS 3.0 software. The validity test

was carried out with outer loading and AVE, while the reliability was tested with the composite reliability value. To determine the magnitude of the influence between variables, the path coefficient and R-Square values were used.

## RESULTS

Based on the characteristics of the respondents, all employees who were participants in this study were dominated by male employees. This reflects that the company is carrying out its duties and responsibilities where male workers are more needed and prioritized. In terms of age, most respondents were in the age range of 25-30 years (47.2%), followed by the age group of 31-40 years (33.3%) and the age group above 40 years (19.%). This fact shows that the company has human resources at a productive age in working.

Data processing using the Partial Least Squares (PLS) approach showed that the research tools used met the criteria validity and reliability. All indicators in the compensation and work motivation variables have an outer loading value above 0.7, which indicates that the indicator is valid to represent the constructed being measured.

Similarly, all indicators in the employee performance variable have a high outer loading value. The reliability test emphasizes that the entire construct has a Composite Reliability value of more than 0.70 and an Average Variance Extracted (AVE) value of more than 0.50. This indicates that the instrument used in this study has met the criteria as a reliable and consistent measuring tool.

Compensation with facility indicators gets the highest value of 0.893. This indicates that the facilities provided by the company have an influence on employee performance. In the work motivation variable with the work morale indicator, the highest score was 0.857. This indicates that high and good work spirit can affect employee performance.

Although the results of the *outer loading* table show that facilities have the highest influence on employee performance, real conditions in the field show that salary is the main issue complained about by employees.

Because facilities such as comfortable workspaces, and adequate dormitories and work tools can have an influence on employee performance. In the results of salary measurement ranks second highest, which means that even though it is not in the first position, this indicator still has a strong contribution to employee performance.

Salary has an important role in encouraging employee performance improvement because it is one of the main needs that need to be met. Adequate salaries and paid on time can reduce stress levels, so employees are able to work more focused and productive.

Table. 1 R-Square

	R Square
Kinerja Karyawan (Y)	0.990

Source: Researcher-Processed Data (2025)

According to Table 1, the calculation of the R-Square value shows that the Employee Performance variable obtained a value of 0.990. This result indicates that 99.0% of the Employee Performance can be influenced by the Compensation and Work Motivation variables, while the remaining 1% is influenced by other variables not included in this study.

Table. 2 P Values

	Path Coefficients (O)	T Statistics ( O/STDEV )	P Values
X1 Compensation -> Y Employee Performance	0.361	2.865	0.004
X2 Work Motivation-> Y Employee Performance	0.645	5.223	0.000

Source: Researcher-Processed Data (2025)

***The Effect of Compensation on Employee Performance***

It can be concluded that the higher the compensation received, the higher the level of performance shown by the employee. This reflects that compensation that matches employee expectations can improve employee performance. Facilities provided by companies such as comfortable workspaces can have an influence on employee performance.

Salary also has an important role in encouraging employee performance improvement because it is one of the main needs that need to be met. Adequate salaries and timely pay can reduce stress levels, allowing employees to work more focused and productive. This is also in line with research (Marcellino & Maulidyah, 2024) which reveals that compensation has a positive effect on employee performance.

This shows that by providing appropriate and fair compensation, employees will feel appreciated and get a fair reward for their contributions, so that they are motivated to work more optimally and improve their performance.

***The Influence of Work Motivation on Employee Performance***

This study shows that the higher the level of work motivation that employees have, the higher the performance shown. This shows that if the work motivation is high, it can achieve maximum performance. Work morale gets the highest score, this indicates that good work morale can affect employee performance to be high. This shows that the level of work morale that is.

The high reflected initiative in completing tasks, perseverance, and a sense of responsibility for work can contribute to the maximum improvement of

employee performance. This is also in line with research (Mona Karina & Yuspita Astriyanti, 2023) which revealed that work motivation has a positive effect on employee performance.

This shows that the more work motivation increases, the better the performance of the employees. However, they contrast with the findings of Sirri (2024), who concluded that motivation does not influence employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the data collected, it shows that compensation and work motivation have a positive and significant effect on employee performance at PT. Global Samudera Logistics Surabaya.

1. The compensation provided by the company, whether in the form of salaries, incentives, benefits, and facilities, has been proven to be able to improve employee performance.
2. The more adequate the compensation received, the higher the performance shown by the employee.
3. In addition, high work motivation, such as work morale, initiative, and responsibility, also has a positive impact on encouraging performance improvement.
4. This shows the importance of management's role in paying attention to the welfare of employees, both financially and non-financially, in order to create a productive and optimal performance work environment.
5. Improving internal communication must be a priority so that employee concerns can be responded to quickly.

### ***Suggestion***

Based on the conclusions that have been presented, here are several recommendations can be provided for the researcher to consider or to be used as an evaluation material in future discussions, so that the company's development can be carried out more effectively. The suggestions are as follows:

1. The company is strongly suggested to improve facilities such as logistics vehicles, loading and unloading equipment, as well as providing more comfortable workspaces and rest areas. Good facilities can enhance employee performance.
2. The company is advised to create a comfortable and supportive work environment in order to maintain employee motivation. Good relationships between employees and supervisors can have a positive impact on employee performance.
3. In the future, the researcher hopefully could develop and update studies on the influence of compensation and work motivation on employee performance, while also incorporating other variables such as workload, organizational culture, and job satisfaction into the analysis.

## **FURTHER STUDY**

This research faces a number of limitations that need to be considered for future studies. First, the number of participants analyzed only involved 36 employees from one company, namely PT. Global Samudera Logistics Surabaya.

The aspects studied in this study are only limited to compensation and work motivation, while there are many other factors that can affect employee performance, such as leadership style, organizational culture, job satisfaction, and work-life balance.

Thus, subsequent research should consider the integration of these variables as an addition to the research framework. It is hoped that future studies can make a more meaningful contribution to the development of human resource management strategies.

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