



## The Effect of Motivation, Compensation, and Training on Employee Productivity

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**Abstract.** This study wants to explain in detail the influence of motivation, compensation and service on employee productivity. Collecting data in this study using quantitative methods. Processing data using a purposive sampling technique. As for the research sample, namely employees who work at PT Inalum. The results of the study show that by providing great motivation to employees, employee performance is considered to be more productive. Compensation is also essential in increasing employees' morale at PT Inalum. By providing payment to employees, employees will be more diligent in carrying out their respective duties, likewise with training which has a vital role in honing every employee's abilities at PT Inalum. It can be concluded that motivation, compensation and training greatly influence employee work productivity.

**Keywords:** Motivation, Compensation, Training, Employee Productivity

### INTRODUCTION

One of the businesses operating in the mining industry is PT Inalum (Persero), and their product is aluminium. North Sumatra's Batubara Regency is where this business is situated. Incorporated in Mind ID, this firm has been a BUMN since 2013 and a holding company for Indonesian mining enterprises since 2017. The Covid-19 epidemic presented PT Inalum with a problem throughout 2021, forcing changes to numerous development programmes that had been planned. PT Inalum now has 3501 employees, a decline from the previous year when there were 3569 employees.

A critical factor in assuring the future viability of the business is productivity. Employee productivity increases translate into increased firm revenues and productivity (Lestari, 2019). According to Komang et al. (2012), Amin et al. (2022), and Siahaan et al. (2022), work

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productivity is a comparison of the outcomes obtained with the participation of labour per unit of time or the number of goods or services that an individual, group of individuals can produce, or an employee within a specific period. Companies must know the elements influencing employee work productivity to boost staff productivity (Wirawan et al., 2018). There are several elements, including internal and external ones, that impact employee job productivity, according to Douw et al. (2021). According to Marlapa and Mulyana (2020), competence, motivation, and work discipline all impact how productive employees are at work. In contrast, Yuliansyah and Marzoeqi (2018) claim that factors influencing employee job productivity include remuneration and work motivation. Contrary to what Haryati and Sibarani (2015) discovered, training is a factor that affects how productive employees are at work.

According to Ishaya (2017), the more highly motivated employees are, the more productive they are at work. According to Hasibuan (2016), motivation is the process by which people channel their strength and potential to work collaboratively and enthusiastically towards the realisation of predefined goals. In 84 Saudi Arabian workers, research by Alanizan (2023) shows that motivation affects work productivity. Vanesa et al. (2019) discovered that PT Jasa Marga (Persero) Tbk and Medan staff are less productive when not motivated. Compensation is one of the factors that affect employee labour productivity in addition to motivational factors. Each person who performs labour unquestionably anticipates feedback on the outcomes of the work that has been done. It is essential to offer rewards for employees' work performance, including compensation, to maintain their trust and loyalty to the organisation. Salam et al. (2022) believe adequate compensation can also help workers feel appreciated for their contributions to the business.

Employee job productivity is also influenced by training. Olaniyan and Ojo (2018) contend that training is crucial because it can boost output, work quality, skills, knowledge, job satisfaction, and employee attitudes. According to Simamora (2014), training is a company's systematic attempt to enhance all of its employees' knowledge, abilities, and attitudes through a learning process so that they can perform the responsibilities and functions of their position. Employees that receive practical training will be more driven to boost their output at work. Employees will be more productive at work if they can participate in training effectively and apply the expertise, skills, and knowledge they learn. According to Pawastri et al.'s (2018) study, training affects employees' productivity at work.

Businesses need to make sure that their staff are happy and boost productivity. According to Apriliyantini et al. (2016), if employees perceive their job satisfaction as higher because it

aligns with their expectations, this will be reflected in how they behave at work. According to research from Pawastri et al. (2018), employee productivity is impacted by employee happiness. Additionally, research by Mohammad et al. (2019) produced similar findings, namely that worker productivity is influenced by employee satisfaction. Based on this issue, the study was done at PT Inalum (Persero) Batubara Regency to ascertain the impact of job satisfaction as an intervening variable, motivation, compensation, and training on employee work productivity.

## **LITERATUR REVIEW**

### **Human Resource Administration**

Management theory is the primary underlying theory or grand theory employed in this study. According to Robbins and Coulter (2014), management is the process of organising and supervising various work tasks carried out by other individuals to ensure their effectiveness and efficiency. Schermerhorn (2013) asserts that management is the process of organising, directing, and managing the use of resources in order to achieve performance objectives. Human resource management is the most crucial factor in ensuring a corporation is commercial continuation. In order to maximise organisational integration, employee involvement, flexibility, and quality of life balance as well as to improve performance and competitive advantage, a set of policies is used in human resource management, according to Schermerhorn (2013). According to Bateman and Snell (2014), human resource management is a systematic system for successfully and efficiently managing people inside an organisation.

### **Organisational Conduct**

*Organisational behaviour* is a science used to identify the impact that people, groups, or structures have on behaviour in organisations to enhance a company's effectiveness, according to Robbins & Judge (2013). Thoha (2014) defines *organisational behaviour* as the study of elements of human behaviour within an organisation or a specific group. As a result, organisational behaviour is a core component of behavioural science, which was created to emphasise how people behave in organisations. Understanding, anticipating, and managing employee behaviour in an organisation and how it affects efforts to attain organisational goals are also strongly tied to organisational behaviour. At least two elements, namely the humans who behave and the formal organisation as a space for that behaviour, support the fundamental framework of this field of knowledge.

### **Productivity at Work**

Tohardi (2017) believes that work productivity is a mental attitude. A mode of thinking that constantly seeks to improve upon what currently exists. A conviction that one can perform better today than they did yesterday and tomorrow than they did today. In contrast, productivity, according to Hasibuan (2016), is a comparison of output (results) and input (input). Productivity growth will boost efficiency (in terms of time, materials, and labour), work systems, manufacturing methods, and worker abilities. As described by Schermerhorn (2013), productivity is the outcome of evaluating performance while considering the resources consumed, including human resources. According to Kussrianto (2017), productivity is a comparison of the outcomes attained with the workforce's participation per unit of time. The workforce's involvement in this situation is the effective and efficient use of resources. On the other hand, *work productivity* is defined by Salvatore (2011) as the workforce's attitude and behaviour towards the rules and standards established by the company, as manifested in both behaviour and actions within the organisation or company.

### **Motivation**

Mangkuprawira & Hubeis (2007) defined *motivation* as the encouragement that prompts workers to act in a way that advances specific objectives. In contrast, as defined by Robbins (2010), motivation is the process through which a person's efforts are energised, focused, and sustained towards reaching a goal. Kreitner and Kinicki (2003) offer a different definition of motivation, describing it as a psychological process that rouses and guides behaviour towards obtaining goals or goal-directed behaviour. In line with the assertion of Robbins and Judge (2013), *motivation* is defined as a process that explains a person's tenacity, focus, and perseverance in pursuing a goal. According to Duttweiler (2006), motivation is a component that propels, guides, and supports consistently improving results.

### **Compensation**

Pandari (2021), in his opinion, claims that "Compensation is everything that employees receive as remuneration for their work that is balanced with the expectations of employees to meet the need for satisfaction with the achievements that have been achieved and in line with the strategic objectives of the company's business. According to Dessler (2006), explaining Compensation refers to any gesture of gratitude employers provide to employees in exchange for their contributions to the company. Additionally, Hasibuan (2016) asserts that

"Compensation is all income in the form of money, products directly or indirectly received by employees as Compensation for services rendered to the company. According to Akbar et al. (2021), Compensation includes all types of monetary returns and perks that employees obtain as a result of their employment. Sutrisno (2017) also noted that remuneration is a crucial MSDM (human resource management) task.

### **Training**

*Job training* is defined as the entire activity of providing, obtaining, improving, and developing competence, productivity, discipline, attitude, and work ethic at the skill and expertise level according to the level and qualifications of the position and work in Article 1 Paragraph (9) of Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower. According to Mangkunegara (2009), training is a brief educational process that uses a structured and organised technique to teach technical knowledge and skills to non-managerial staff for particular reasons. According to Rachmawati (2008), training is where employees can learn or develop attitudes, abilities, skills, knowledge, and certain work-related behaviours.

In order to attain organisational goals, training involves methodically altering employee behaviour, according to Rivai and Sagala (2011). The skills and abilities of employees to perform their current job are related to training. Companies should give training much consideration because it is crucial to enhancing employee performance. Employees' knowledge, skills, and talents will be increased through human resource training to meet the company's expectations for quality and performance.

### **Job satisfaction**

Referring to the notion by Hasibuan (2016) claims that a positive emotional attitude towards one's work is a sign of job satisfaction. Workplace morale, orderliness, and productivity all reflect this mentality. According to Sinambela (2012), job satisfaction is also a person's feelings towards their work that are a result of their efforts (internal) and that are supported by factors outside of them (external), including work conditions, work outcomes, and the work itself. Another factor is that, according to Robbins (2010), job satisfaction is a general attitude towards one's work as measured by the discrepancy between the actual and perceived rewards received by employees. Meanwhile, job satisfaction, which has the potential to influence a variety of behaviours in organisations and raise the level of employee welfare, is

described by George and Jones (2012) as a collection of feelings and beliefs that people have about their work or as one of the most crucial work attitudes.

## **RESEARCH METHOD**

This study employs economics emphasising human resource management to investigate the relationship between job happiness and work productivity at PT Inalum (Persero). In order to locate and restrict research so that it is applicable and researchable, explanatory research is used in this study (Zikmund, 2000). According to Nazir (2017), this research is verifiable, and a verification research design is a research methodology that aims to establish the causal relationship between variables through hypothesis testing that uses statistical calculations. At the conclusion, the results will show whether the hypothesis is accepted or rejected.

Work productivity is the dependent variable, while the independent factors are motivation, salary, and training. The intervening variable is job satisfaction. Using the SmartPLS software, a structural equation model analysis with a partial least squares method was used to process all data from variables. Worker participants in this study are from PT Inalum (Persero). A conclusion about the entire population can be drawn from sampling by choosing a subset (Cooper et al., 2006; Ingyas et al., 2021; Purba et al., 2019). The sample, a subset of the population's size and makeup, is chosen for the target purpose, which serves as the study's real focus or objective (Saunders et al., 2016). By the first rule, 95 respondents were used to calculate the number of samples using the maximum likelihood estimation approach. According to Malhotra (2010), there are two sampling techniques: probability and nonprobability. Non-probability sampling is used in this study, which indicates that only some members of the population have an equal chance of being selected as a sample from the sampling unit (Malhotra, 2010; Purba et al., 2019). Employees at PT Inalum who have worked there for at least a year qualified as the sample for this study. The researchers employed purposive sampling since the respondents required for this study had to meet strict requirements.

## **RESULT AND DISCUSSION**

### **The Effect of Motivation on Job Satisfaction**

Because high work motivation will boost productivity, every organisation always demands employees with high work motivation. The significance of motivation because it influences, disseminates, and promotes human behaviour by making people desire to put in extra effort and work joyfully to attain the best results (Hasibuan, 2016).

According to Hasibuan (2016), motivation is providing a driving force that makes one's work exciting, causing them to desire to collaborate, work efficiently, and integrate all of their efforts to reach satisfaction. High-motivated workers will only need a little supervision and will complete their tasks on time and by the applicable standards. They will also create a productive work environment. Employee job satisfaction will rise directly to how well-motivated the workforce is. The research was done by Tardie and Umar (2022) on 355 employees who performed WFH during the Covid-19 epidemic. According to the study's findings, work satisfaction among employees is directly influenced by employee motivation. Sudiardhita et al. (2018) also discovered a direct correlation between employee motivation and job satisfaction.

### **Effect of Compensation on Job Satisfaction**

Given that each employee completes his or her task with an eye towards the compensation the firm will provide, compensation plays a significant role in demonstrating employee job satisfaction (Satmoko, 2018). As a result, employees will feel content with their work. According to Satmoko (2018), the impact of compensation on all employee activities within an organisation or company is crucial because without precise compensation, an apparent increase in compensation on both a financial and non-financial level, employees will not hesitate to quit their jobs. Of course, this will make it challenging for businesses to find or find employees who are genuinely loyal to and give everything to the company.

Salisu et al. (2015) state that remuneration can affect an employee's degree of job satisfaction. According to Yassen (2013), factors directly influencing job satisfaction include pay, recognition, advancement opportunities, and meaningful work. Sopiah (2013) came to the conclusion that pay influences job happiness, which has an impact on an employee's performance.

### **Effect of Training on Job Satisfaction**

The competence and knowledge of employees to perform their duties and responsibilities inside the company must be improved, which is why training is crucial for businesses. On the other hand, job training is necessary for employees with the knowledge and abilities to satisfy the firm's needs. It is also essential for businesses for present and future advancements. If the training is appropriate and improves employee performance, this will impact employee work satisfaction. A contrast between what employees receive from their work and what is expected, wanted, and regarded as appropriate or entitled to it leads to the subjective condition known as job satisfaction. Employees will be happier with their employment and the company where they are employed, and the better the training they receive (Dilantari & Dewi, 2019). According to Raza et al. (2017), training at a plastics company in the Hayatabad industrial region of the Peshawar district had a favourable and significant impact on employee job satisfaction. According to Demiral (2017), one of the most crucial tasks of the human resource management division of an organisation is to promote employee happiness. Govind & Inji (2015) investigated the effect of training on satisfaction at the Erbil private bank and discovered that it had a favourable and significant impact on workers' job satisfaction.

### **The Effect of Motivation on Work Productivity**

According to Marayasa and Faradila (2019), motivation is a state or circumstance that inspires, energises, or moves a person to engage in an activity to pursue his objectives. The main advantage of motivation is to instil a love of learning, which boosts productivity at work. Work productivity and motivation are strongly associated since the more motivated someone is, the more ready they are to finish tasks quickly and to a high standard. According to Ishaya (2017), the more highly motivated employees are, the more productive they are at work. According to Hasibuan (2016), motivation is the process through which people channel their strength and potential to be willing to collaborate successfully and enthusiastically to realise set goals. The significance of incentives provided to employees will increase their enthusiasm for completing the duties allocated to them. The research was done by Tardie and Umar (2022) on 355 employees who performed WFH during the Covid-19 epidemic. According to the study's findings, employee motivation directly impacts worker productivity. Marlapa and Mulyana (2020) discovered in another study that works motivation can raise worker productivity.



### **Effect of Compensation on Work Productivity**

Each person who performs labour unquestionably anticipates feedback on the outcomes of the work that has been done. It is essential to offer rewards for employees' work performance, including compensation, to maintain their trust and loyalty to the organisation. Hasibuan (2016) defined *compensation* as any monetary income, direct or indirect commodities employees obtain as payment for services rendered to the company. Providing this remuneration aims to increase employee productivity, enthusiasm, a sense of fairness, and loyalty to the business. Salam et al. (2022) believe adequate compensation can also help workers feel appreciated for their contributions to the business. While this happens, poor pay might affect employees' behaviour, discipline, and productivity.

### **Effect of Training on Work Productivity**

Olaniyan and Ojo (2018) contend that training is crucial because it can boost output, work quality, skills, knowledge, job satisfaction, and employee attitudes. According to Simamora (2014), training is a company's systematic attempt to enhance all of its employees' knowledge, abilities, and attitudes through a learning process so that they can perform the responsibilities and functions of their position. Employees that receive practical training will be more driven to boost their output at work. Employees will be more productive at work if they can participate in training effectively and apply the expertise, skills, and knowledge they learn. According to Pawastri et al.'s (2018) study, training affects employees' productivity at work. Diliantari and Dewi (2019) discovered different outcomes from training that impacted worker productivity.

### **The Effect of Job Satisfaction on Work Productivity**

In addition to making sure employees are comfortable while working, it is critical to ensure employee happiness because doing so will boost productivity. According to Apriliyantini et al. (2016), if employees perceive their job satisfaction is higher because it is in line with their expectations, this will be reflected in how they behave at work. Each person's level of satisfaction varies depending on the value system that applies to him. The greater the degree of happiness, the more parts of the job align with employee preferences. According to research from Pawastri et al. (2018), employee productivity is impacted by employee happiness. Additionally, research by Mohammad et al. (2019) produced similar findings, namely that worker productivity is influenced by employee satisfaction.

**The effect of motivation on work productivity is mediated by job satisfaction**

Because high work motivation will boost productivity, every organisation always demands employees with high work motivation. The significance of inspiration because it influences, disseminates, and promotes human behaviour by making people desire to put in extra effort and work joyfully to attain the best results (Hasibuan, 2016). With the understanding that achieving organisational goals also means reaching personal goals, Siagian (2002) asserts that motivated employees will always contribute to the success of their company (Fadillah et al., 2013). Consequently, when employees are motivated to be more productive at work, this naturally departs based on satisfying their personal needs. According to Fadillah et al. (2013), job satisfaction might be a buffer between employee motivation and work output. A similar investigation was also out by Tardie and Umar (2022) on 355 employees who performed WFH during the Covid-19 epidemic. According to the study's findings, job satisfaction can moderate employee motivation's impact on labour productivity.

**The effect of compensation on work productivity is mediated by job satisfaction**

According to Satmoko (2018), if compensation impacts job satisfaction through job satisfaction, then job satisfaction will affect balance. If payment affects job satisfaction through settlement, job productivity will unquestionably improve. This assertion is supported by the findings of Saharuddin and Sulaiman's (2016) study, which found that variables related to promotion and compensation positively and significantly impact job satisfaction, work morale, and productivity. Job satisfaction also has a significant and positive effect on confidence, positively impacting productivity. However, further findings demonstrate that the remuneration component does not substantially impact job satisfaction more than productivity at work. Employees who receive direct compensation will increase in terms of work productivity, and this is because they feel satisfied at work, where their incentive money or salary is by the work they will do. Calvin and Dlamini (2017) found a significant relationship between compensation and satisfaction, increasing work productivity. Adequate administrative remuneration has a favourable association with job satisfaction and employee productivity, according to research by Kelechi et al. (2016).

### **The effect of training on work productivity is mediated by job satisfaction**

Olaniyan and Ojo (2018) contend that training is crucial because it can boost output, work quality, skills, knowledge, job satisfaction, and employee attitudes. Simamora (2014) defined training as a company's systematic attempt to enhance all of its workers' knowledge, abilities, and work attitudes through a learning process to best perform their roles' responsibilities and functions. Employees that receive practical training will be more driven to boost their output at work. Employees will be more productive at work if they can participate in training effectively and apply the expertise, skills, and knowledge they learn. Alawiyat (2010) discovered that job happiness could moderate the impact of training on boosting worker performance and productivity. Like Diliantari and Dewi (2019), who found the same research findings, job happiness can mediate between training and increased employee performance.

### **CONCLUSION**

This study concludes that motivation, compensation and training significantly increase PT Inalum's income. Employee performance is considered more productive by providing great inspiration to employees. Apart from that, there is also compensation, which should increase employees' morale at PT Inalum. Employees will be more diligent in carrying out their duties by providing payment to employees. What is no less important is training. Training has a vital role in honing the skills of every employee at PT Inalum. With frequent training, employees will understand more about how the company works.

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