



Analysis of the Influence of Compensation, Motivation and Job Satisfaction on Employee Performance at PT Ira Widya Utama

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Abstract: This study aims to analyze the influence of compensation, motivation, and job satisfaction on employee performance at PT. Ira Widya Utama. Primary data was obtained through interviews and the distribution of questionnaires to 50 employees which were then analyzed using statistical tools. The data collection techniques used include direct interviews and questionnaires to obtain respondents' responses regarding factors affecting performance. This study also uses validity and reliability tests to ensure that the research instrument is feasible to use. The results showed that compensation had a positive and significant influence on employee performance, with a calculated t value of 3.933 which was greater than the table t of 1.675 and a significance value of 0.000. This shows that employees who receive good compensation tend to have better performance. Work motivation had a significant effect on employee performance, with a t-value of 2.071 which was greater than the t-table of 1.675 and a significance value of 0.041. This shows that work motivation plays an important role in improving performance. Job satisfaction was proven to have a positive and significant influence on employee performance, with a t-value of 4.960 and a significance value of 0.000, indicating that employees who were satisfied with their jobs were more committed and made maximum contributions. Simultaneously, all three independent variables—compensation, motivation, and job satisfaction—had a positive and significant influence on employee performance, with an F value of 93.650 which was greater than the F table of 2.366 and a significance value of 0.000. This study confirms that the combination of these three variables can improve employee performance optimally.

Keywords: Compensation, Motivation, Job Satisfaction, Employee Performance, PT Ira Widya Utama

Introduction

An important aspect that has an influence on the success of an organization, among others, is human resources. One of the elements of management science that studies the structuring and management of human resources in achieving organizational goals is human resource management (HRM). This management has a very wide scope of discussion. Managers need HRM in making decisions and implementing them, such as in the process of hiring, screening, training, and valuing. The success of the organization in the future is determined by the arrangement of human resources. Individuals who have the

ability, reliability, and idealism are needed by the company to achieve the target. A successful organization cannot be separated from human resource management that has good performance. Performance can be observed from two aspects, namely organizational performance and employee performance. (Hamid, N., & Shaleha, W. M. 2021).

MSDM covers a wide range of aspects, including recruitment, screening, training, and employee assessment. The success of the organization in the future is highly dependent on the optimal arrangement of human resources. Employee performance, as an integral part of HRM, has a significant impact on the achievement of organizational goals. In the context of PT. Ira Widya Utama, the importance of employee performance is the main highlight. Although MSDM is recognized as a key factor, field observations show that employee performance in this company has not reached an optimal level. There is a tendency for employees to often arrive late or leave early, as well as delays in achieving organizational targets (Hardi, S. F. 2020).

This phenomenon invites questions about factors related to employee performance at PT. Ira Widya Utama. In the context of performance measurement, there are several aspects that can be used to assess employee performance (Hayati, 2020). Some of them include the quality of work, timeliness in completing tasks, and interpersonal impact. Interpersonal impact includes the extent to which an employee is able to maintain self-esteem, reputation, and good cooperation with colleagues and subordinates. Based on the results of a pre-survey conducted on 10 employee representatives at PT Ira Widya Utama, and the analysis obtained is as follows:

Table 1. Pre-Survey of Employee Performance Variables (Y)

It	Question	Agree		Disagree		Total	
		Org	%	Org	%	Org	%
1	Employees work according to company procedures, ensuring efficiency and quality of work.	5	50%	5	50%	10	100%
2	I understand the direction of the leadership, so that I can complete the task well.	5	50%	5	50%	10	100%
3	I was able to achieve the company's targets, showing good performance.	3	30%	7	70%	10	100%
4	Cooperation between employees is important to complete tasks effectively.	4	40%	6	60%	10	100%
5	The work environment and feedback from my boss really helped improve my performance.	5	50%	5	50%	10	100%

Source: PT Ira Widya Utama (2024)

The results of the pre-survey of employee performance at PT. Ira Widya Utama pointed out several important things. As many as 50% of employees feel that they are working according to company procedures, and another 50% feel that it is not optimal. The understanding of leadership directions is also evenly divided, with half of the employees feeling understood, while the other were not. Only 30% feel able to achieve the company's targets, while 70% have difficulties. Cooperation between employees is considered effective by 40%, but 60% feel that it still needs to be improved. Meanwhile, 50% of employees feel

the work environment and employer feedback help their performance. These results show the need for improvements in communication, teamwork, and work environment support.

Having qualified employees does not always guarantee consistent performance. One of the ways companies encourage employees to work more optimally is by providing compensation. Employees who are dissatisfied with their salary and work need to be motivated, and compensation can be an effective tool to improve their performance (Aslam, Ghaffar, Talha, & Mushtaq, 2019). Compensation is a reward given for the work done. If compensation is not appropriate for the job, employees can feel dissatisfied, which over time will affect their morale and productivity (Muguongo, Muguna, & Muriithi, 2019). Providing the right compensation helps the company achieve its goals, recruit and retain employees, and improve job satisfaction and performance (Yamoah. 2019).

Table 2. Pre-Survey Variables (X1) Compensation

It	Question	Agree		Disagree		Total	
		Org	%	Org	%	Org	%
1	I feel that the compensation I receive is in line with my job responsibilities.	6	60%	4	40%	10	100%
2	The compensation provided by the company motivates me to work better.	5	50%	5	50%	10	100%
3	I am satisfied with the additional allowances and benefits provided by the company.	4	40%	6	60%	10	100%
4	The compensation I receive reflects my performance in the company.	5	50%	5	50%	10	100%

Source: PT Ira Widya Utama (2024)

Based on the results of the pre-survey on compensation, it can be concluded that 60% of respondents feel that the compensation they receive is in accordance with their job responsibilities. Meanwhile, 50% of respondents felt that the compensation motivated them to work better. However, only 40% of respondents were satisfied with the benefits and additional benefits provided, while 60% were dissatisfied. In addition, 50% of respondents believe that the compensation they receive reflects their performance, while half disagree. Overall, while there were some respondents who felt the compensation was quite good, there were dissatisfaction that needed attention, especially regarding benefits and additional benefits (Sunyoto, 2019).

Work motivation, according to (Sutanto. 2021), is defined as a work spirit that encourages employees to achieve certain goals. This definition emphasizes the importance of intrinsic motivation that motivates individuals, it can be seen that employee work motivation is influenced by various factors, the following are pre-surveys conducted on 10 employees at PT Ira Widya Utama.

Table 3. Pre-Survey Variable (X2) Motivation

It	Question	Agree		Disagree		Total	
		Org	%	Org	%	Org	%
1	The awards and recognition from the company motivate me to work better.	5	50%	5	50%	10	100%
2	The responsibilities and challenges at work make me excited to grow.	5	50%	5	50%	10	100%
3	The support from my colleagues and superiors motivates me to achieve the company's targets.	4	40%	6	60%	10	100%
4	Career development opportunities at the company encourage me to continue to contribute to the maximum.	5	50%	5	50%	10	100%

Source: PT Ira Widya Utama (2024)

The results of the pre-survey on the work motivation of employees of PT. Ira Widya Utama shows that 50% of employees feel motivated by job rewards and challenges, while another 50% do not. Support from colleagues and employers only motivates 40% of employees, and career development opportunities only motivate 50%. while some (50%) feel not sufficiently motivated by this factor. These results show the need for improvements in rewards, job challenges, team support, and career development to increase employee motivation.

Job satisfaction is a person's attitude towards his or her job, which is influenced by the work environment, such as policies, relationships with colleagues, and working conditions (Iis & Yunus, 2016). Job satisfaction is individual, with each person having a different level of satisfaction according to the values they embrace. This level of satisfaction is influenced by the social status they achieve through their work and work experience. In addition, job satisfaction also depends on the results they get according to their performance and responsibilities. For example, if employees feel they work harder than their peers but earn lower wages, they can feel dissatisfied, which ultimately decreases productivity (Chepkwony, 2014).

Table 4. Pre-Survey Variables (X3) Job Satisfaction

It	Question	Agree		Disagree		Total	
		Org	%	Org	%	Org	%
1	I feel satisfied with the working environment in the company.	5	50%	5	50%	10	100%
2	I feel that my work is in line with my expectations and desires.	5	50%	5	50%	10	100%
3	My relationships with coworkers and employers support my job satisfaction.	4	40%	6	60%	10	100%
4	I feel valued and recognized for my contributions at work.	5	50%	5	50%	10	100%

Source: PT Ira Widya Utama (2024)

Based on the results of the pre-survey on job satisfaction, 50% of respondents were satisfied with the condition of the work environment, while 50% were not. In addition, 50% feel that their work is in line with expectations, but there are also 50% who do not feel it.

Relationships with colleagues and bosses are problematic, with 40% of respondents feeling positive, while 60% feel the opposite. Finally, 50% feel appreciated for their contributions, while half disagree. Overall, there are dissatisfaction to be aware of, especially when it comes to relationships at work.

From various previous studies that have been studied, it can be seen that compensation, motivation, and job satisfaction factors have a significant influence on employee performance in various sectors. (Sutrisno, S. et al. 2022) revealed that fair compensation from leaders is able to significantly improve company performance. In addition, the motivation given to employees has a positive impact on the quality of their performance, and job satisfaction is also an important factor in driving performance improvement.

Previous research (Muslimin, 2020) strengthens the view that job satisfaction has a dominant role in influencing employee performance, especially in the public sector. At the Bima City Agriculture Office, job satisfaction has proven to be a key factor that affects employee performance. Therefore, public organizations need to pay attention to employee job satisfaction as a top priority, including through fair compensation and effective motivation. In addition, research (Garaika, 2020) found that job satisfaction also plays a role as a connecting variable between compensation and motivation for employee performance. In the context of higher education, job satisfaction has been proven to have a positive effect on the performance of lecturers and education staff, showing that a work environment that supports employee satisfaction can improve work results. Based on existing research, the influence of compensation, motivation, and job satisfaction on employee performance is very significant in various sectors. (Nuraeni and Irawati, 2020) examined these factors in Citra Grand Hotel Karawang and found that compensation and job satisfaction had a positive effect on employee performance. Compensation that is in line with minimum living standards and costs, as well as taking into account the principles of fairness and feasibility, is essential for employees to feel valued for their performance. This study emphasizes that proper compensation can improve the quality of employees' work, which ultimately has an impact on the company's overall performance. Overall, the results of the study show that in order to achieve optimal employee performance, organizations must carefully manage compensation, motivation, and job satisfaction factors. Competitive compensation needs to be supported by an effective motivational program to boost morale, while job satisfaction must be maintained through a conducive work environment, career development opportunities, and attention to employee well-being. These factors complement each other and play a crucial role in creating optimal performance, allowing organizations to achieve their predetermined goals and targets more effectively.

Research Questions

The formulation of this research problem can be formulated as follows:

1. Does compensation have a significant positive effect on employee performance at PT Ira Widya Utama?

2. Does motivation have a significant positive effect on employee performance at PT Ira Widya Utama?
3. Does Job Satisfaction have a significant positive effect on employee performance at PT Ira Widya Utama?
4. Do compensation, motivation, and job satisfaction together affect employee performance at PT Ira Widya Utama?

Methodology

Types of Qualitative and Quantitative Research use flexible research designs to explore social phenomena in depth. Data were collected through in-depth interviews, participatory observations, and documentation analysis. Data analysis is carried out by thematic, *narrative*, or *grounded theory methods*, which focus on developing themes and theories from the data obtained. Validity and reliability are achieved through triangulation, *member checking*, and calculations, which ensure consistency and transparency of findings.

Data Source

Primary data was obtained from the research object through interviews and questionnaires distributed to employees of PT Ira Widya Utama, then processed using statistical tools.

Data Collection Techniques

Data was collected through interviews with 50 employees of related parties, as well as through questionnaires designed to collect respondents' responses about the Effect of Compensation, Motivation and Job Satisfaction on Employee Performance at PT. Ira Widya Utama.

Data Analysis Techniques

Validity and reliability tests are carried out to ensure that the questionnaire used as a research instrument is feasible. Validity ensures real, correct measurements as per purpose, while reliability ensures consistency and accuracy of measurements. The research design includes surveys, experiments, or correlational studies with pre-established hypotheses. Data were collected using questionnaires, controlled experiments, or secondary data. Data analysis involves descriptive and inferential statistics, such as t-test, f-test, ANOVA, regression, and r-square.

Result and Discussion

Linear Regression

This test aims to test the influence of Compensation (X1), Motivation (X2), and Job Satisfaction (X3) on Employee Performance (Y) with a multiple linear regression model. Here are the results of the test with the help of the SPSS program:

Table 5. Regression Testing**Coefficients^a**

Type	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.856	3.121	
Compensation	0.539	0.137	0.416
Work Motivation	0.154	0.143	0.119
Job Satisfaction	0.547	0.110	0.461

a. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results, 2024

The analysis of the results of this multiple linear regression shows the influence of the three dimensions of Compensation, Motivation and Job Satisfaction on Employee Performance at PT Ira Widya Utama. The regression equations obtained are:

$$Y = 2.856 + 0,539 X_2 + 0,154 X_1 + 0,547 X_3 + e$$

The constant value of **(2,856)** indicates that if there is no influence from the three service variables (Compensation, Motivation and Job Satisfaction), then the level of Employee Performance is predicted to be 2,856. That is, without paying attention to Compensation, Motivation and Job Satisfaction are at a good level.

Interpretation of Independent Variable Coefficients:

1. Compensation (X₂): A coefficient of 0.539 indicates that each unit increase in Compensation will increase Employee Performance by 0.539, assuming the other variables are fixed. This shows that the better the consistency and compensation, the better the Employee Performance.
2. Motivation (X₁): A coefficient of 0.154 indicates that every increase in Work Motivation will increase Employee Performance by 0.154, assuming the other variables remain constant. This means that the better the level of Work Motivation, the higher the Employee Performance.
3. Job Satisfaction (X₃): A coefficient of 0.547 indicates that every single unit increase in Job Satisfaction will increase Employee Performance by 0.547, assuming the other variables remain constant. This means that the higher the level of Job Satisfaction, the better the Employee Performance.

Multicolonality Test

This test aims to test whether the regression model is determined to have a correlation between independent variables. If the independent variables correlate with each other, then these variables are not orthogonal. It can be said that a model is good if the model does not have a high correlation between independent variables. Orthogonal variables are variables whose correlation value between independent variables is equal to zero (Ghozali 2015:91). To detect a data that there is or is not multicolonality in it, it can be known that the protection value is carried out using *tolerance value* and VIF (*Variance Inflation Factor*). If the *tolerance value* is $0.10 >$ with a VIF value of <10 , then there is no multicolonality (Ghozali 2008).

Table 6. Results of VIF (*Variance Inflation Factor*)

		Coefficients^a				
Type		Unstandardized Coefficients		Standardized	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	2.856	3.121			
	Compensation	0.539	0.137	0.416	0.273	3.661
	Motivation	0.154	0.143	0.119	0.248	4.031
	Job Satisfaction	0.547	0.110	0.461	0.353	2.829

a. Dependent Variable: Employee Performance (Y)

Source: Primary data processing 2024

Multicollinearity Test Results:

The results of this multicollinearity test show a result, namely a tolerance value = 0.248 for the independent variables of Work Compensation (X1), and Work Motivation (X2) tolerance value = 0.273 and Job Satisfaction (X3) tolerance value = 0.353 all three *are greater than* 0.10. The value of VIF = 4,031 for the Compensation variable (X1) and the value of VIF = 3,661 for the Work Motivation variable (X2) and VIF = 2,829 for Job Satisfaction (X3) where the value is less than 10 can be concluded that these variables are free from multicollinearity.

Test in Parallel or Test F

Bawono (2006) stated that this F test is used to find out how far or how deep this independent variable or independent variable affects the dependent variable or strain variable.

Tabel 7. Test Results F

		ANOVA^a				
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	736.271	3	245.424	93.650	.000b
	Residual	120.549	46	2.621		
	Total	856.820	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Work Ethic, Work Motivation

Source: Data Processing 2024

We can see that the results of the table above show that the results of the F test in this study have a coefficient value of 93,650 with a significance value of $0.000 < 0.05$. These results show that the independent variable simultaneously affects the dependent variable, which is significantly positive. Based on F with a significance level of 0.05, the F table is obtained at **2.366**.

Because F calculates $> F$ table ($93,650 > 2,366$) and the significance value < 0.05 ($0.00 < 0.05$), then H_a is accepted, meaning that there is a significant influence between (Compensation (X1), Motivation (X2), Job Satisfaction (X3) which affects the independent

variable (Employee Performance). The three independent variables together affect the bound variable.

Individual Test or Test t

Table 8. T Test Results

Coefficients^a

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,856	3,121		0,915	0,365
	Compensation	0,539	0,137	0,416	3,933	0,000
	Motivation	0,254	0,143	0,219	2,071	0,041
	Job Satisfaction	0,547	0,110	0,461	4,960	0,000

a. Dependent Variable: Employee Performance

Source: Data processing 2024

1. The compensation (X2) has a calculated t-value of **3.933** which is greater than the t-value of the table, which is **1.675** and a significance value of 0.000 at an alpha coefficient of 5% or 0.05. Because the result of the significance value is less than 0.05, it can be interpreted that Compensation has a positive and significant effect on Employee Performance.
2. Motivation (X1) has a calculated t-value of **2.071** greater than the t-value of the table, which is **1.675** and a significance value of 0.041 at an alpha coefficient of 5% or 0.05. Because the result of the significance value is less than 0.05, it can be interpreted that Motivation has a significant effect on Employee Performance.
3. Job Satisfaction (X3) has a calculated t-value of **4.960** greater than the t-value of the table, which is **1.675** and a significance value of 0.000 on an alpha coefficient of 5% or 0.05. Because the result of the significance value is less than 0.05, it can be interpreted that Job Satisfaction has a positive and significant effect on Employee Performance.

R2 Determinant Coefficient Test

We can see from the results of the data processed using SPSS.26 there is a *summery model output* and can be explained as follows:

Table 9. R2 Determination Test Results

Model Summary ^b					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.927A	0.859	0.850	1.61884	1.489

a. Predictors: (Constant), Compensation, Motivation and Job Satisfaction

b. Dependent Variable: Employee Performance

Source: Data Processing 2024

We can see the results from the table above showing a result of a correlation coefficient (R) of 0.927 here it can be said that there is a relationship between the dependent variable (Employee Performance) and the independent variables Compensation (X1), Motivation

(X2), Job Satisfaction (X3), the relationship obtained with the determinant coefficient (*R Square*) is as much as 0.859 this result can be said that the contribution of the independent variable Compensation (X1), Motivation (X2), Job Satisfaction (X3) which affected the independent variable (Employee Performance) by 85.0% while the remaining 15.0% was influenced by other variables outside the current model.

Discussion

1. Influence Compensation towards Employee Performance

Based on the results of the t-test, the Compensation variable (X1) has a calculated t-value of 3.933, which is greater than the table's t-value of 1.675, with a significance value of 0.000 at the level of alpha coefficient 5% (0.05). Since the significance value is less than 0.05, it can be concluded that Compensation has a positive and significant effect on Employee Performance.

Thus, it can be concluded that the provision of adequate compensation contributes significantly to the improvement of employee performance. This finding is in line with the theory put forward by Hasibuan (2016), which states that compensation is one of the main factors that motivate employees to work more productively. In addition, research by Wibowo (2019) also confirms that competitive compensation can increase job satisfaction and encourage employees to achieve optimal performance. Therefore, organizations need to design a fair and competitive compensation system as a strategy to improve overall employee performance. The implementation of an effective compensation system includes not only financial aspects such as salaries, bonuses, and incentives, but also non-financial aspects such as awards, recognition, and career development opportunities. Adequate compensation can increase employees' intrinsic and extrinsic motivation, which ultimately has a positive impact on productivity and work efficiency (Robbins & Judge, 2020). In this context, the provision of appropriate compensation also serves as a strategic tool to attract and retain the best talent within the organization. This research underscores the importance of the role of compensation in creating a work environment that is conducive to employee performance achievement. As a practical implication, management needs to regularly evaluate the compensation structure to ensure its suitability with employee needs and labor market conditions. In addition, transparency in compensation management is also key to building trust between employees and management, so that it can increase employee loyalty and engagement with the company (Armstrong & Taylor, 2020).

2. Influence of motivation work on employee performance.

Based on the results of the t-test, it is known that the Work Motivation variable (X1) has a calculated t-value of 2.071, which is greater than the t-value of the table of 1.675, with a significance value of 0.041 at the level of alpha coefficient 5% (0.05). Because the significance value is less than 0.05, it can be concluded that Work Motivation has a significant effect on Employee Performance.

These results show that although work motivation is considered one of the factors that can affect performance, in the context of this study, work motivation is the main determinant of employee performance. This can happen because employee motivation must

be more optimal with other factors, such as organizational culture, work ethic, or leadership style, having a more dominant influence on performance (Robbins & Judge, 2017).

Furthermore, Herzberg's theory in the *Two-Factor Theory* approach explains that work motivation is often only a "*hygiene factor*" if it is not accompanied by adequate incentives or recognition. When basic needs have been met, work motivation alone may not be enough to improve performance without the fulfillment of other factors such as skill development and appreciation (Herzberg, 1966). Other research by (Sutrisno, 2019) also shows that work motivation has a significant impact only when supported by proactive organizational policies, such as rewards, training, and career development opportunities. Therefore, to improve employee performance, organizations need to pay attention to the combination of motivational factors with other elements that can support work success.

3. Influence Job satisfaction towards employee performance.

Based on the results of the t-test, the Job Satisfaction variable (X3) had a calculated t-value of 4.960, which was greater than the table's t-value of 1.675, with a significance value of 0.000 at the level of the alpha coefficient of 5% (0.05). Because the significance value is less than 0.05, it can be concluded that Job Satisfaction has a positive and significant effect on Employee Performance. Thus, it can be concluded that the higher the level of employee job satisfaction, the better the performance produced. This finding is in line with the opinion of Robbins and Judge (2020), who stated that job satisfaction is one of the main determinants in increasing employee productivity, because satisfied employees tend to be more motivated and committed to their work.

Previous research by Luthans (2018) also supports these findings, where job satisfaction is identified as an important element that affects employee engagement rates, reduced turnover, and increased work effectiveness. Factors such as a comfortable work environment, harmonious interpersonal relationships, and a fair reward system are the main components in creating high job satisfaction. Therefore, organizations need to adopt a holistic approach in managing job satisfaction, including by identifying employee needs periodically and integrating human resource management strategies that are responsive to these changing needs (Hasibuan, 2016). Furthermore, job satisfaction not only affects individual aspects, but also has an impact on the performance of the team and the organization as a whole. Satisfied employees tend to be more proactive in completing tasks, make fewer mistakes, and have lower stress levels (Greenberg & Baron, 2019). This creates a positive domino effect on the work environment, such as increased collaboration, innovation, and organizational efficiency. As a practical implication, management needs to consistently evaluate the level of employee job satisfaction through surveys or interviews, as well as take concrete steps to address complaints or problems faced by employees. Efforts to improve job satisfaction can also be made through the development of employee welfare programs, training and career development, and improved communication between management and employees (Armstrong & Taylor, 2020). By creating a supportive work environment, companies can not only increase job satisfaction, but also strengthen the competitiveness of the organization in a sustainable manner.

4. Simultaneous influence Compensation, motivation, and Job Satisfaction on employee performance

Based on the results of the F test, it shows that the independent variables, namely Compensation (X1), Motivation (X2), and Job Satisfaction (X3), simultaneously have a significant influence on the dependent variable, namely Employee Performance. With a calculated F value of 93.650, greater than the table F value of 2.366, and a significance value of 0.000 which is less than 0.05, the alternative hypothesis (H_a) is accepted. This shows that these three independent variables together have a positive and significant influence on employee performance.

These findings support the theory put forward by Robbins and Judge (2020), which explains that a combination of fair compensation, strong motivation, and high levels of job satisfaction will create a productive work environment. Adequate compensation provides a sense of appreciation to employees, motivation increases morale, while job satisfaction creates a sense of emotional attachment to the organization. These three elements, if managed properly, will encourage employees to give their best performance (Luthans, 2018).

In addition, these results are also consistent with research by Herzberg (1966), which states that maintenance factors (*compensation*) and motivational factors (*achievement, recognition*) together can increase job satisfaction and performance levels. Therefore, organizations need to design a holistic strategy that integrates competitive compensation policies, ongoing motivation programs, and job satisfaction management that is adaptive to employee needs. This step will not only improve individual performance, but also have a positive impact on the productivity and sustainability of the organization as a whole.

Practical Implications

Based on these findings, organizations need to integrate strategies to improve these three aspects. Practical steps that can be taken include: That compensation, motivation, and job satisfaction simultaneously significantly affect employee performance. Therefore, organizations need to ensure a fair and competitive compensation system, provide performance-based rewards, and create clear career paths to increase motivation. In addition, job satisfaction can be improved by providing a conducive work environment, maintaining good relationships between management and employees, and supporting work-life balance.

Organizations also need to integrate these policies holistically to encourage employee productivity in a sustainable manner. Regular monitoring and performance evaluation is important to ensure policy effectiveness and support strategic decision-making. With these measures, organizations can improve employee performance while strengthening competitiveness and sustainability.

Conclusion

1. Effect of Compensation on Employee Performance: Work ethic has a positive and significant influence on employee performance. The t-value of the calculation (3.933) is greater than the t-table (1.675), with a significance value of 0.000 (< 0.05). This shows that employees who have a high work ethic, such as integrity, discipline, and consistency, tend to achieve better performance.
2. The Effect of Motivation on Employee Performance: Work motivation has a significant influence on employee performance, as shown by the t-count value (2.071) which is greater than the t-table (1.675) and the significance value of 0.041 (> 0.05). This shows that the increase in individual work motivation is further improved to have a real impact on employee performance. With the Two-Factor Theory *approach*, it is explained that work motivation is often only a "hygiene factor" if it is not accompanied by adequate incentives or recognition, it will make it better.
3. The Effect of Job Satisfaction on Employee Performance: Job Satisfaction has a positive and significant influence on employee performance, as evidenced by a calculated t-value (4.960) greater than the t-table (1.675) and a significance value of 0.000 (< 0.05). Employees with a high level of commitment to the organization tend to show maximum loyalty and contribution to achieve organizational goals.
4. Simultaneous Effect of Compensation, Job Motivation, and Job Satisfaction on Employee Performance: The three independent variables (Compensation, Job Motivation, and Job Satisfaction) simultaneously have a positive and significant influence on employee performance. The value of the calculation F (93.650) is greater than the F of the table (2.366), with a significance value of 0.000 (< 0.05). This confirms that the combination of these three variables together is able to improve employee performance optimally.

Suggestion

Based on the results of the study, there are several suggestions for further research. First, research can expand variables by adding other factors such as leadership or organizational culture, which can also affect employee performance. Second, it is recommended to enlarge the research sample by involving various divisions in PT. Ira Widya Utama so that the results are more representative. Furthermore, the use of mixed methods (quantitative and qualitative) can deepen the analysis with interviews or group discussions to understand the employee's perspective more deeply. Research can also analyze differences in influence based on demographic factors such as age or work experience to gain more specific insights. Finally, long-term research or longitudinal studies can provide an insight into the changing relationship between compensation, motivation, job satisfaction, and employee performance over time.

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