Effect of Motivation and Compensation on Organizational Commitment at PT XYZ

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Abstract:- This study aims to analyze the effect of motivation and compensation on the organizational commitment of employees of PT. XYZ. The research data was taken based on a questionnaire that had been distributed to 83 respondents. The sampling method used is probability sampling. Analytical methods using multiple linear regression with SPSS version 24. The result of motivation has a significant positive effect on organizational commitment and compensation has a significant positive effect on organizational commitment, and both simultaneously have a significant positive effect on organizational commitment. Based on the results of these studies are expected to strengthen motivation and increase compensation to increase organizational commitment to PT. XYZ.

Keywords:- Motivation, Compensation dan Commitment Organizational.

I.   INTRODUCTION

The role of human resources in the company is a very important determinant for the effectiveness and success of the organization to achieve success. The success and performance of a person in a field of work are more determined by competence, professionalism, and also a commitment by the field occupied. An organizational commitment shows a person's power in identifying a response within a part of the organization. Organizational commitment is built based on employee trust in organizational values, the company's willingness to help realize organizational goals and loyalty to remain a member of the organization. Therefore, the organizational commitment will create a sense of belonging (sense of belonging) for employees towards the organization. Besides organizational commitment, to achieve organizational goals in a better direction requires motivation both internally and externally.

PT. XYZ is a general insurance company headquartered in Jakarta. This company has been established since 1967 and continues to survive and compete with other large and well-established general insurance companies. The situation of intense competition and must be faced by PT. XYZ in dealing with its competitors, has encouraged the management of the company to always improve their creative abilities in managing human resources. To empower employees and develop employees, the managerial team at PT. XYZ always strives to carry out its functions through planning, organizing, staffing, directing and controlling to achieve

organizational goals. However, the management practices adopted by the company have not succeeded in increasing employee enthusiasm to provide better work for the organization. This fact can be seen from the total conditions of employees leaving at PT. XYZ. Following in Table 1 can be seen as the recapitulation of outgoing employees at PT. XYZ from 2015 to 2019.

Year	Employee Resign	Percentage	Percentage of Increase
2015	36	8,2%	
2016	34	7,8%	-0,4%
2017	53	12,1%	4,3%
2018	37	8,5%	-3,6%
2019	40	9,2%	0,7%
Rata-rata		9,2%	

Table 1:- Recapitulation Employee Resigns
Source: PT. XYZ 2019

From the above table, it is known that the exit rate of employees of PT. XYZ in the last 5 years. From the above data, it can be seen that the low organizational commitment of the employees of PT. XYZ. In 2017, the highest rate of outgoing employees reached 4.3% from the previous year which only amounted to 7.8%. In 2018 it decreased by a considerable 3.6% from 2017 but increased again in 2019. This indicates the organizational commitment of PT. XYZ's employees is still low with an average of 9.2% in the last five years. The reasons for resigning also vary, ranging from wanting to become an entrepreneur, moving to another insurance in the hope of getting a better salary, switching professions and moving to the area of origin, but the average resigned because he wanted to find a better job.

Compensation is divided into two namely financial and non-financial compensation. Compensation is a reward that the company provides to its employees for what they have done. Compensation provided by the company such as salary, THR, and incentives for the residual results of operations. Because with increasing compensation can also increase employee organizational commitment. Under research (Handaru et al, 2013)

Every year PT. XYZ provides education and training for employees from lower to middle-level employees who are given the education to improve work motivation for the employees themselves and also education to take the AAMAI examination (Association of Indonesian Insurance Management Experts). This is in line with research conducted (Tania and Sutanto, 2013) saying that motivation

has a positive influence on organizational commitment. From the previous research, we can know motivation has an important role to increase organizational commitment in PT. XYZ.

But in Sumanto and Herminingsih (2016) explained that motivation has a negative influence on organizational commitment. This is inversely proportional to the research previously explained that work motivation and compensation have a positive effect on organizational commitment. This is the research gap in this study to take the title of the study "The Effect of Work Motivation and Compensation on Organizational Commitment at PT. XYZ"

II. THEORETICAL REVIEW

A. Motivation

According to McShane and Von Glinow in Wibowo (2016: 110) defines motivation as a strength in people who influence the direction, intensity, and perseverance of voluntary behavior. Meanwhile in Hasibuan, (2011: 92) explains that motivation is concerned with how to encourage the passion of subordinates, so they want to work hard by giving all their abilities and skills. Maslow (1943) In this theory needs are interpreted as a strength/energy that produces impetus for individuals to carry out activities to meet those needs or satisfy those needs. Maslow in his theory presents the level (hierarchical) needs of different strengths in motivating someone to do an activity. The sequence from the strongest to the weakest in motivating consists of Physical Needs, Security Needs, Social Needs, Status / Power Needs, and Self-Actualization Needs. Based on the opinion of the experts above, it can be concluded that motivation is an encouragement that can arouse the willingness of employees to start carrying out work according to their duties and responsibilities.

B. Compensation

Sinambela (2016: 220) explains more clearly that the total of all awards given to employees as a reward for the services they provide to the organization. According to Sastrohadiwiryo in Sinambela (2016: 218) said that compensation is compensation for services or compensation provided by the organization to the workers because the workers have contributed energy and thoughts for the progress of the organization to achieve the goals set. Employees who have a lot of skills and abilities will surely get a large fee as well. It was written in the benefits of giving compensation by Kasmir (2016: 239) compensation can increase loyalty to the company, then the provision of compensation must be true to increase employee loyalty to the company or organization. According to Jimmy (2016: 310) said that compensation is what is received by employees in the form of money or not money in return for services provided for employee efforts (employee contributions) they provide to the organization.

The following factors influence compensation in Sinambela (2016: 234)
➢ Work performance and productivity
➢ Ability to Pay
➢ Willingness to Pay
➢ Labor Supply and Demand
➢ Trade Unions
➢ Applicable Laws and Regulations

From the above understanding, it can be concluded that compensation is all that is received and can be obtained from the results of work following what has been done by the employee. Compensation encourages employees to work, therefore compensation is very important for the survival of the employee. Compensation is not always in the form of money but can be in the form of goods and services provided to the employee.

C. Commitment Organizational

Greenberg and Baron in Wibowo (2016: 187) provide an understanding of organizational commitment as a level where individuals identify and engage with their organization and / or do not want to leave it. According to Luthans (2011: 147) in Wibowo (2016: 188), organizational commitment is often defined as:
➢ A strong desire to remain a member of a particular organization
➢ The desire to urge business at a high level on behalf of the organization
➢ Confidence in and demand for organizational values and goals.

In other words, commitment is an attitude that reflects the loyalty of workers to the organization, bringing their attention to the organization and its continued success and prosperity. A commitment of an employee is a bonus for the organization. Having such employees helps the organization to transmit its quality to the productivity of the company Saraih, et al. (2017)

From the explanation of the theory above it can be concluded that organizational commitment is a feeling and loyalty of employees towards the organization to be able to continue to survive in the organization to achieve organizational goals. Organizational commitment is a level of employee loyalty to the organization where they work, persisting to get something that the employee wants. The higher the employee's commitment, the more reluctant to leave the organization.

D. Prior Researchers

Compensation is a way for the company to pay for what employees have done for the company. In a previous study of Handaru, et. al. (2013) says that compensation is a trigger for organizational commitment. So that compensation is large or small will affect the organizational commitment of employees to the company.

Motivation is an encouragement given to employees, such as motivating in the form of providing training, providing entertainment such as outing and gathering as well as providing health insurance for employees. It aims to increase employee organizational commitment. Providing appropriate motivation can increase organizational commitment in the company. This is the following research conducted by Tania and Sutanto, (2013) that work motivation has a positive influence on organizational commitment.

E. Thinking Framework

Based on this description, a framework can be formulated that compensation influences organizational commitment as well as motivation which influences organizational commitment. So the influence of work motivation and compensation can be directly linked to organizational commitment.
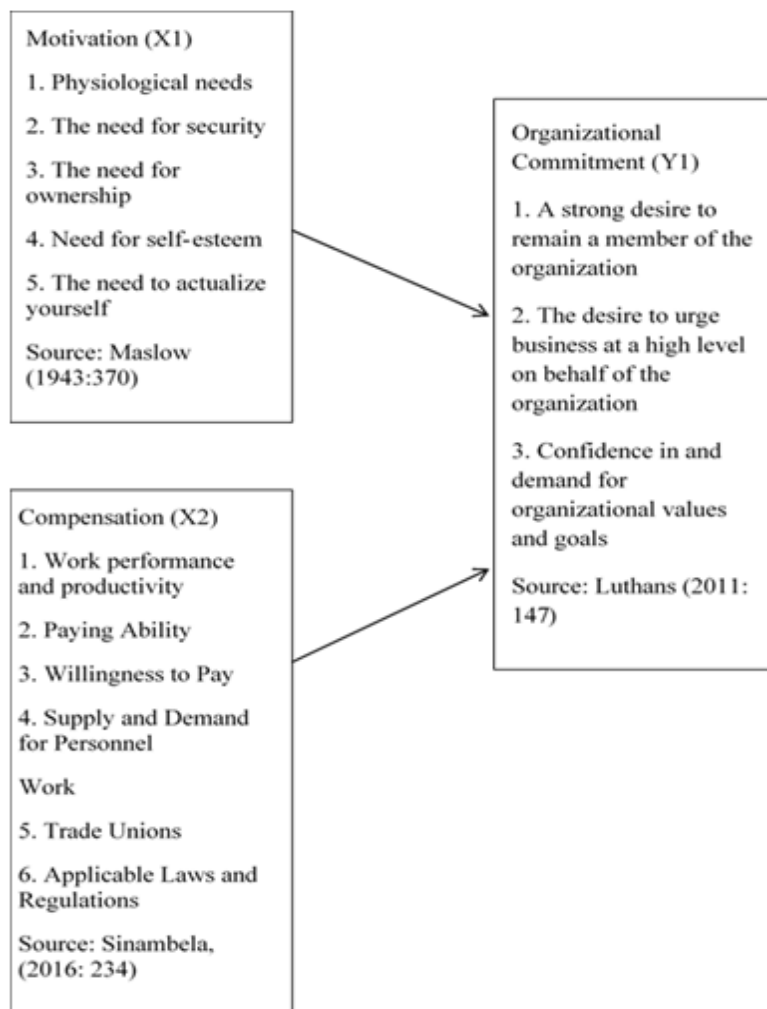
Motivation (X1)

1. Physiological needs

2. The need for security

3. The need for ownership

4. Need for self-esteem

5. The need to actualize yourself

Source: Maslow (1943:370)

Organizational Commitment (Y1)

1. A strong desire to remain a member of the organization

2. The desire to urge business at a high level on behalf of the organization

3. Confidence in and demand for organizational values and goals

Source: Luthans (2011: 147)

Compensation (X2)

1. Work performance and productivity

2. Paying Ability

3. Willingness to Pay

4. Supply and Demand for Personnel Work

5. Trade Unions

6. Applicable Laws and Regulations

Source: Sinambela, (2016: 234)

Fig 1:- Thinking Framework
Source; Research Theory

III. RESEARCH METHODS

In conducting research, planning is needed so that research can run well. According to Sukardi in Sujarweni (2014: 41), research designs are seen broadly and narrowly. In a lively, research design is a process that is needed in the planning and implementation of research. In this context, the design component can include all the research structures that begin from the discovery of ideas until the research results are obtained. In a narrow sense, the research design is a clear depiction of the relationship between variables, data collection, and data analysis, so that with good design researchers and other interested parties have a picture of how the interrelationships between variables, how to measure them and so on.

This research uses quantitative research which is the type of research that produces findings that can be achieved by using statistical procedures or other ways of quantification (measurement) and also descriptive and associative methods, descriptive research that is conducted to determine the value of each variable, either one or more variables are independent without making a comparison relationship with other variables. While the associative method is used to explain the influence of inter-variables, namely independent variables on the dependent variable.

A. Population

According to Yusuf (2014: 145) Population is one of the essential things and needs careful attention if the researcher wants to conclude a result that is trustworthy and appropriate for the area (area) or the object of research. The population in this study were employees at PT. XYZ Headquarters and Jakarta Branch offices, totaling 105 employees.

B. Sample

According to Yusuf (2014: 150), the sample is a portion of the population chosen and represents that population. Partial and represent in the above limits are two keywords and refer to population characteristics in a limited number of each characteristic. Researchers chose a sample with the criteria for selecting the location of the subject or respondent of the study, namely employees who are in PT. XYZ.

C. Sampling Method

The sample size of the study population was determined using the Slovin formula, which is as follows:

$$n = N / (1 + Ne2)$$
Information:
n = sample size
N = population size
e = percent leeway for inaccuracy

In this study, the authors used 5% as looseness of inaccuracy.

The sample in this study is:

n= $105 / (1+103 (0,05)^2$)
n= 105 / 1,26
n= 83,16 (rounded to 83)

The number of samples to be taken in this study are 83 employees at PT. XYZ. The method used in this study is Probability Sampling which provides equal opportunities for each element (member) of the population to be selected as sample members. The sampling technique used in this study is Simple Random Sampling. According to Sujarweni Simple Random Sampling is taking sample members and the population is done randomly without regard to strata that exist in that population. In this sampling technique, all individuals have the same opportunity to be chosen as sample members. This is so that all members of the population have the same opportunity to be selected as samples.

IV. RESULT AND DISCUSSION

A. Test Validity and Reliability

Reliability is used to determine the level of stability of a measuring instrument. In this study, the method used in testing reliability is to use the Alpha Cronbach method in the SPSS program. In this method, the data is said to be reliable if Cronbach's Alpha> r table. Reliability <0.6 is not good while 0.7 is acceptable and> 0.8 is good. The reliability test results for each variable using the IBM SPSS program are as follows:

Variable	Nilai *Alpha Cronbach*	Information
Motivation	0.843	Reliable
Compensation	0.797	Reliable
Commitment	0.774	Reliable

Table 2:- Reliability Test Results
Sumber: Results of Data Processing SPSS 24

B. Interpretation of Results
➢ *Normality Test Results*

Data normality test is used to see whether data is normally distributed or not. A normality test is to compare the data we have and the data with the normal distribution that has the same mean and standard deviation as the data we have. Normal data has a normal distribution. Thus, the data is considered to be representative of the population.

	Tests of Normality					
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Motivation	.094	83	.069	.966	83	.027
Compensation	.090	83	.097	.975	83	.101
Commitment	.091	83	.088	.964	83	.020

Table 3:- a. Lilliefors Significance Correction
Sumber: Results of Data Processing SPSS

Based on the SPSS results above, it can be seen that the data is normally distributed. This can be seen from the significant level for X1 (Motivation) of 0.069, X2 (Compensation) of 0.097 and Y (Commitment) of 0.088 which is above significant 0.05.

➢ *Autocorrelation Test Results*

This test is conducted to determine whether there is a correlation between one confounding factor to another (no autocorrelation) to test the presence or absence of autocorrelation can be used Watson's Durbin test using the SPSS program.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.888ᵃ	.789	.784	.19779	2.203

Table 4: a. Predictors: (Constant), Compensation, Motivation

b. Dependent Variable: Commitment

Sumber: Results of Data Processing SPSS

The dL and dU values can be seen in the Durbin-Watson table in the Durbin-Watson table at the 0.05 significance level with n = 83 and k = 2, obtained dU = 1.6928 while the DW value from the table above 2.203. Because the DW value is between dU <DW <4-dU or 1.6928 <2.203 <2.3072. Then it can be concluded that there is no autocorrelation ie no correlation occurs, thus the regression model used can be continued because it does not violate the classical assumption test.

➢ *Heteroscedasticity Test Results*

Heterokedastisitas test aims to determine the circumstances in which the variance of the residual inequality in the regression model. A good regression model requires no heteroscedasticity problems. To detect heteroscedasticity by looking at the pattern of points on regression scatterplots using SPSS software, the following results are obtained:
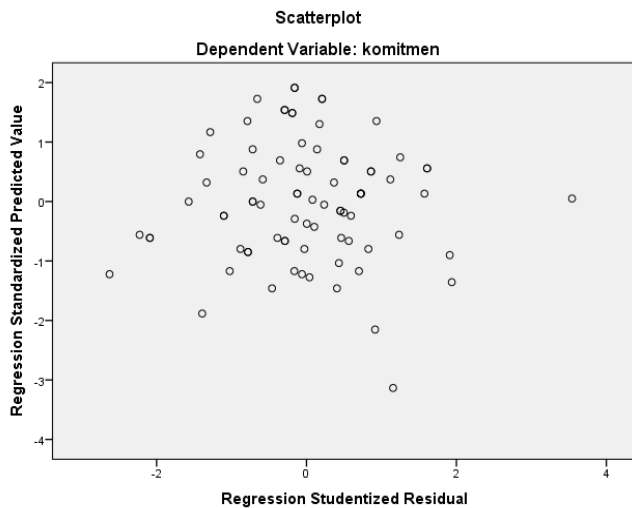
Gambar 2: Heteroscedasticity Test Results
Sumber: Results of Data Processing SPSS

Based on the picture above it can be seen that the points contained in the graph spread randomly, and do not form certain patterns clearly and are spread both above and below the number 0 on the Y-axis. This shows that the variables contained in this study do not experience heteroskedasticity problems.

➢ *Multicollinearity Test Results*

Multicollinearity, that is, there is a definite linear relationship between the independent variables. Knowing whether there is a multicollinearity problem that can use VIF, if the VIF value is still less than 10 then it can be concluded that multicollinearity does not occur. By fulfilling all the assumptions in the linear regression mentioned above, the resulting model is considered good to be used to see the effect of independent variables on the dependent variable.

	Coefficientsᵃ						
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	.094	.263		.358	.721		
Motivation	.900	.224	.799	4.014	.000	.066	1.047
Compensation	1.925	.234	1.636	8.221	.000	.066	1.047

a. Dependent Variable: komitmen

Table 5:- Multicollinearity Test Results
Sumber: Results of Data Processing SPSS

From decision making:
- If the VIF value <10 then there is no symptom of multicollinearity among the independent variables.
- If the VIF value> 10, there will be symptoms of multicollinearity among the independent variables.

Based on the table above it can be seen that the VIF value is 1,047 less than 10. Thus, it can be concluded that there is no multicollinearity. By fulfilling all the assumptions in the linear regression mentioned above, the resulting model is considered good to be used to see the effect of independent variables on the dependent variable.

➢ *Linear Regression Test*

A regression test is performed to determine whether there is any linearity between the independent variable and the dependent variable.

	Coefficientsᵃ				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	.094	.263		.358	.721
Motivation	.900	.224	.799	4.014	.000
Compensation	1.925	.234	1.636	8.221	.000

a. Dependent Variable: komitmen

Table 6:- Linear Regression Test Results
Source: Results of Data Processing SPSS

Based on the linear regression output above, the multiple regression analysis model used in this study can be formulated as follows:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$

$Y = 0.094 + 0.900\ X_1 + 1.925 X_2$

Information :

Y = Variable Y (Employee Performance)

α = Constanta

β_1 = Regression coefficient of variable X1

β_2 = Regression coefficient of variable X2

X1 = independent variable (motivation)

X2 = independent variable (compensation)

From the multiple linear regression equation above, it is known that the constant is equal to 0.094, this shows that:
1. If the independent variables (X1 and X2) are assumed to be in a fixed state, then the dependent variable (Y) will increase by 0.094%. Then for the direction of the sign and its significance, the variables X1 and X2 are significantly positive towards Y with a sig value of 0,000 <0.05 where 0.05 is a significant level.
2. Thus the results of the analysis of this study of the independent variables on the dependent variable that have been carried out by the research framework.

➤ *Test t*

T-test was conducted to determine the effect of each independent variable partially on the dependent variable. The following are the results of the t-test using the SPSS program.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.439	.344		1.276	.206
Motivation	.881	.078	.782	11.291	.000

a. Dependent Variable: Commitment

Table 7: Results Test t (Motivation X1)
Sumber: Results of Data Processing SPSS

Based on the results of the output table above, it can be seen that:
- The calculated t value of motivation (X1) is 11.291 with a significance level of 0,000 (<0.05), so partial motivation has a significant effect on organizational commitment (Y).
- The results of the study of motivation variables have a significant effect on organizational commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.105	.286		-.368	.714
Compensation	1.017	.066	.864	15.463	.000

a. Dependent Variable: Commitment

Table 8:- Result Test t (Compensation X2)
Sumber: Results of Data Processing SPSS

Based on the results of the output table above, it can be seen that:
- The calculated t value of compensation (X2) is 15.463 with a significance level of 0.000 (<0.05), so partial compensation has a significant effect on organizational commitment (Y).
- The results of the compensation variable research have a significant effect on organizational commitment.

➤ *Determination Coefficient Test*

This determination coefficient serves to find out the percentage of the influence of the variables X1 (Motivation), X2 (Compensation) on the variable Y (Organizational Commitment). The SPSS test results for the coefficient of determination can be seen in the following table:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888^a	.789	.784	.19779	2.409

a. Predictors: (Constant), Compensation, Motivation

b. Dependent Variable: Commitment

Table 9:- Determination Coefficient Test Results
Sumber: Results of Data Processing SPSS

From the tests that have been carried out in the table above, the R square value of 0.789 shows that the relationship between the independent variable and the dependent variable is quite strong. The coefficient of determination R^2 is 0.789 so it can be said that the results of the tests performed give good results. This shows that around 78.9% of the variation in the level of employee performance can be explained by motivation and compensation variables. The rest is influenced by other factors such as organizational culture, work environment and so on.

➢ *Discussion of Research Results*

Based on the results of the study, it can be explained that there is a significant influence between the motivational variables on organizational commitment, as well as the compensation variable on organizational commitment, which has a significant influence on organizational commitment at PT. XYZ.

Based on the first hypothesis, the results obtained for the coefficient of motivation variables of 0.782 and a t-test of 11.291 with a significant level of 0,000 (<0.05). Thus the first hypothesis which states that motivation affects organizational commitment can be accepted. The results of this study are in line with research conducted by Iis Wahyu Minarsih, Amin Wahyudi and Lamidi, (2016) with Multiple Linear Regression analysis techniques which suggest that motivation has a significant effect on organizational commitment.

Based on the second hypothesis, it can be obtained the results of the regression coefficient for the compensation variable of 0.864 and a t-test of 15.463 with a significance level of 0.000 (<0.05), then the second hypothesis stating compensation affects the organizational commitment can be accepted. The results of this study are consistent with the research of Handaru, et. al, (2013) with Multiple Linear Regression analysis techniques which say that compensation has a significant effect on organizational commitment.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of data analysis and interpretation of the results and discussion that has been explained. Then the researcher can draw some conclusions to answer all the research problem formulations. The conclusions are as follows:

➢ Motivation at PT. XYZ Headquarters and Branch Offices in Jakarta can be declared very good. This can be seen from the average statement with a score of 349.9 included in the very good category and the highest score of the statement can realize the ideals by working in this company with a score of 382 very well.

➢ Compensation at PT. XYZ Headquarters and Branch Offices in Jakarta can be declared very good. This can be seen from the average statement with a score of 364.7 included in the very good category and the highest score in the compensation statement given is standard with the UMR with a score of 375.

➢ The organizational commitment at PT. XYZ Headquarters and Branch Offices in Jakarta can be stated as good. This can be seen from the average statement with a score of 337.3 in the good category and the highest statement in the statement of Loyalty in the company with a score of 344 in the good category.

➢ Motivational variables have a positive effect of 11,291 with a significant level of 0,000 <0.005 indicating motivation has a significant effect on organizational commitment at PT. XYZ Headquarters and Branch Offices in Jakarta.

➢ Compensation has a positive effect of 15,463 with a significant level of 0,000 <0,005 indicating compensation has a significant effect on organizational commitment at PT. XYZ Headquarters and Branch Offices in Jakarta.

B. Research Limitation

This study has several limitations that can be used as a reference for further research to obtain better results. The limitations in preparing this thesis are as follows:

➢ It requires a long time in collecting the desired data, because of the busy employees who become respondents.

➢ Distance between branches in Jakarta so that it takes time to spread and collect the questionnaire.

In this study researchers still need the advice to improve their shortcomings.

C. Recommendation

Based on the research conducted, the advice that the author can give is:

➢ The motivation of employees of PT. XYZ Headquarters and Branch Offices in Jakarta in working very well and high and influence organizational commitment. However, there need to be improvements to motivate employees such as holding tutorials for AAMAI certification exams every time there are exams.

➢ Compensation provided by PT. XYZ Headquarters and Branch Offices in Jakarta are very good the needs of employees can be met but there still needs to be an increase in compensation and expertise benefits to make employees more enthusiastic in taking certification of expertise in the insurance field.

➢ Organizational commitment to PT. XYZ Headquarters and Branch Offices in Jakarta is good and must be increased to reduce the occurrence of higher employee turnover. So that organizational commitment needs to be increased as well as motivation and compensation to increase loyalty to the company. With the increase in employee loyalty to the company certainly becomes a positive value for the company because it can retain employees who have skills in their fields.

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