

# The Influence Of Compensation, Work Environment, And Work Interest On Employee Work Motivation At PT Bank Central Asia (BCA) KCU Rawamangun

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## ABSTRACT

This research aims to determine the effect of compensation (X1), work environment (X2), and work interest (X3) on work motivation (Y) in PT Bank Central Asia (BCA) employees. The method used in this research is a quantitative method. Data was collected through a questionnaire which was measured using a Likert scale diagram. The sampling method used a purposive sampling technique totaling 70 respondents. This research is quantitative research using multiple linear analysis with the data analysis tool SPSS 23. The results of this research state that compensation has no effect on work motivation, the work environment has an effect on work motivation, and work interest has no effect on work motivation.

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## 1. Introduction

Human resources (HR) are the main assets that have a huge influence on the progress of a company. To achieve the company's stated goals, the company must be able to form people who are strongly motivated and have the courage to see the company as a challenge that must be faced. One of them is employees, who are the most important production factor in a company. Without employees, a company will find it difficult to achieve its goals, because it is the employees who determine the progress of a company, where by means of positive contributions from employees, the vision or goals the company wants to achieve can be realized. So to achieve these goals requires high work motivation by employees

Providing appropriate compensation and good work methods so that in the future, the organization's work processes can run in accordance with the organization's goals. Meanwhile, the influence of the work environment on employee work motivation is very closely related to the process of achieving company goals. In other words, the work environment can influence employee work performance. According to Afandi (2018:66) The work environment is something that exists in the workers' environment which can influence them in carrying out their duties.

The experts above explain that work motivation is a stimulus or stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work, resulting in significant development and growth in the company. Therefore, the best way to

increase employee work motivation can be done by providing adequate compensation, a work environment and conducive work interest to employees in order to improve their performance.

The success of management in a company's organizational life is determined by the level of work motivation. Work motivation at PT Bank Central Asia (BCA) is still not optimal. There are some employees who lack professionalism and discipline, for example during office hours there are many employees who often arrive late.

Compensation is an important component in relationships with employees. Compensation is very important because with compensation employees will be more enthusiastic in carrying out the tasks and responsibilities given and can increase work motivation. Lack of employee compensation can cause a decrease in employee work productivity.

The work environment can create binding work relationships between the people in the environment. The work environment is very important for employees because a good and comfortable work environment can improve the quality of employee work. There are also several working environments that are not good in an agency, for example the internal working environment, for example skills, job satisfaction, knowledge and employee stress such as excessive workload or time pressure, while external environmental problems such as the social economic sector, the economic sector and the government sector.

Efforts to create a good work environment in a company can be done through a work environment that is conducive to employee motivation so that employees can improve their performance. So that you can make a big contribution to the agency. Work Interest is the tendency to have the will, desire and ability to carry out work tasks well based on the experience and knowledge possessed.

Compensation factors, work environment, and work interest have a direct relationship with individual employee motivation. Therefore, the provision of compensation, work environment and employee work interests must be considered by the company so that it can find out the motives and motivations that employees want so that employees have work enthusiasm in achieving planned company goals and in the end the company has employees who have the abilities and skills. and skills at work.

A company will be successful if it is driven by compensation, work environment and work interest, which will have an influence on the company. To prove whether this is true or not, the author made this proposal entitled: "The Influence of Compensation, Work Environment, and Work Interest on Employee Work Motivation at PT Bank Central Asia (BCA)".

## **2. Theory And Hypothesis**

### **2.1 Human Resource Management Concept**

According to Bintoro and Daryanto (2017: 15) state that human resources are a science or way of managing the relationships and roles of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that it can be achieved with the company, employees and society. to be maximum.

#### **Compensation**

According to Kasmir (2016:255) Compensation is a form of appreciation for employee services which has indicators, namely: first, salary which is compensation given to employees on a regular basis (per month). Second, allowances are what the company provides to employees, because the employee is considered to have participated in achieving the company's goals, both financial and non-financial benefits. Third, incentives are something that is given to certain employees because of their success in their achievements.

#### **Work environment**

According to Dwiarti & Wibowo (2018: 161) the work environment is something where employees work with workplace conditions that are actively related so that it influences enthusiasm for activities and all things related to the performance provided by the company

#### **Job Interests**

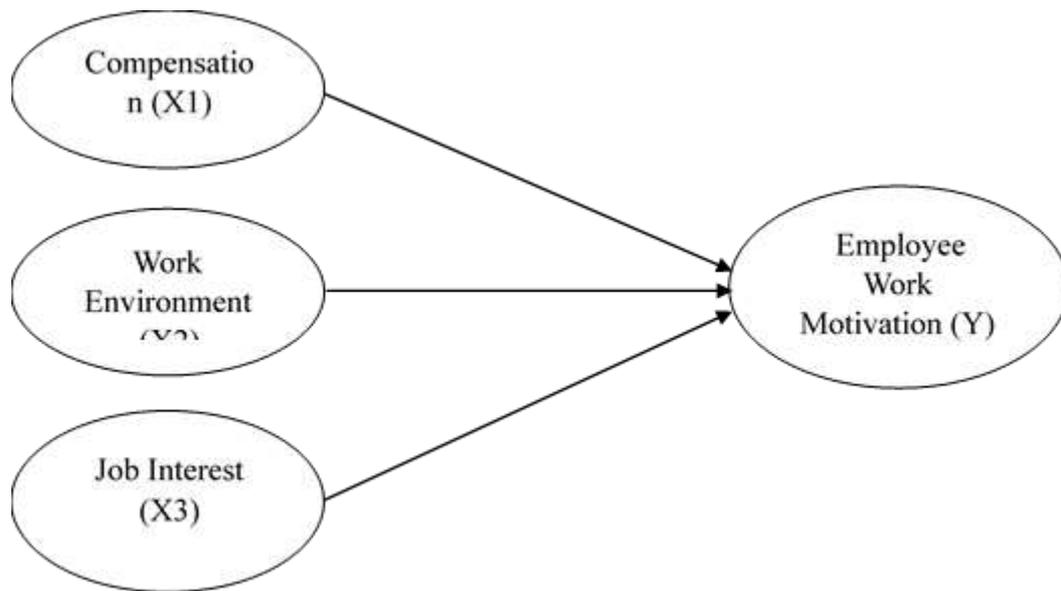
According to Meity (2014: 9) Work Interest is something that is very important for someone to carry out activities well, as a psychological aspect, interest can not only color a person's behavior, but more than that, interest encourages someone to do an activity and causes someone to pay attention and willing himself to be involved in an activity.

#### Work motivation

Sutrisno (2018:133) is as follows: "Motivation is a factor that encourages someone to carry out a certain activity, therefore motivation is often interpreted as a factor that drives someone's behavior.

#### Research Conceptual Framework

According to Sugiyono (2018:95), research conceptualization refers to the relationship between theory and various factors that are recognized as the core of the problem to be investigated. Taking into account this analysis, the structure of the research model will be depicted as follows:



**Fig. 1.**Framework of Thought

#### Hypothesis or proposition

Based on initial research conducted by the author, the author suspects or uses the following hypothesis:

H1: It is suspected that compensation partially influences employee work motivation at PT.Bank Central Asia (BCA) KCU Rawamangun

H2: It is suspected that the work environment and work interest partially influence employee work motivation at PT. Bank Central Asia (BCA) KCU Rawamangun

H3: It is suspected that compensation, work environment and work interest simultaneously influence employee work motivation at PT.Bank Central Asia (BCA) KCU Rawamangun

### 3. Method

The method used in this research is quantitative, using a certain population and sample in order to obtain data that has a structured nature so that researchers are able to convert the data into numbers. In this research, respondents will be required to fill out a questionnaire with a Likert scale, namely between the numbers 1 – 4, which will then produce a total score from the respondents as well as data on the Influence of Compensation, Work Environment and Work Interest on Work Motivation of PT Employees. CENTRAL BANK ASIA (BCA) KCU RAWAMANGUN.

### 3.1 Population and Sample

According to Sugiono (2012: 80), population is a generalized area composed of objects and subjects that have certain characteristics and qualities that are chosen by researchers to be studied and then draw conclusions. The population in this case is all employees at PT. ASIAN CENTRAL BANK Jakarta. Based on data provided by HR & GA Manager PT. BANK CENTRAL ASIA has a total of 70 employees in the 2023 period. So it can be used as a population for this research, namely all employees who work for the research object. In this research, those acting as the population are all employees at PT BANK CENTRAL ASIA in Jakarta City with a total of 70 employees taken from the latest data in 2023.

The sample is part of the number and characteristics of the population (Sugiono, 2012: 81). In this study, the sample used in this study was all employees of PT BANK CENTRAL ASIA, namely 70 employees, because the population was relatively small, 70 respondents, therefore, in order to find a smaller error rate, the sampling technique used by researchers was a non-probability sampling technique with saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiono, 2012). Therefore, in this study the sample used was the entire population, namely 70 employees.

### 3.2 Measurement

In this research, data collection uses a questionnaire to collect answers from respondents at PT BANK CENTRAL ASIA, so as to obtain the results of the answers to the statements from the questionnaire which will then be measured. In this case, the measurement scale used in this research is the Likert scale. According to Sanusi (2014: 59) the Likert scale is a scale that is based on the number of respondents' attitudes in responding to statements related to indicators of a concept or variable that is still being measured. There are five answer choices with answer scores described in the table below:

**Table 1.** Likert Scale Measurement Assessment

No	Statement	Score
1.	Strongly agree (SS)	4
2.	Agree (S)	3
3.	Disagree (TS)	2
4.	Strongly Disagree (STS)	1

<sup>a</sup>. Source: reprocessed data (2024)

### 3.3 Data analysis

Data analysis in this research was carried out using software SPSS (Statistical Package for the Social Sciences), and provides data explanations in presenting an overview of the distribution and influence of data between the independent and dependent variables in the research.

## 4. Results and Discussion

### 4.1 Respondent Description

The respondents of this research are employees at PT Bank Central Asia. The following is a profile regarding the identity of research respondents consisting of gender, age, highest level of education, and length of work. A general description of respondents based on gender can be seen in the following table:

**Table 2.** Respondent Profile Based on Gender

Gender	Frequency	Percentage
Man	30	43%
Woman	40	57%
Total	70	100%

<sup>b</sup>. Source: processed primary data, 2024

Based on the table above, it can be seen that the number of respondents was dominated by women with a percentage of 57% or 40 people. Meanwhile, the remainder was obtained from male respondents, with a percentage of 43% or 30 people.

A general description of respondents based on age can be seen in the following table:

**Table 3.** Respondent Profile Based on Age

Age	Frequency	Percentage
20-25 years	57	82%
26-30 years old	12	17%
31-35 years old	1	1%
Total	70	100%

<sup>c</sup> Source: processed primary data, 2024

Based on the table above, it can be seen that the number of respondents was dominated by those aged 20-25 years with a percentage of 82% or 57 people. Ages 26-30 years with a percentage of 17% or as many as 12 people, and ages 31-35 years with a percentage of 1% or as many as 1 person.

A general description of respondents based on their latest education can be seen in the following table:

**Table 4.** Respondent Profile Based on Last Education

Last education	Frequency	Percentage
SMA/SMK	27	39%
DIPLOMA	9	13%
S1	32	46%
S2	2	2%
Total	70	100%

<sup>d</sup> Source: processed primary data, 2024

Based on the table above, it can be seen that the number of respondents was dominated by employees with a bachelor's degree at 46% or 32 people. SMA/SMK with a percentage of 39% or as many as 27 people, DIPLOMA with a percentage of 13% or as many as 9 people, and Masters with a percentage of 2% or as many as 2 people.

A general description of respondents based on length of work can be seen in the following table:

**Table 5.** Respondent Profile Based on Length of Work

Length of work	Frequency	Percentage
< 1 year	18	26%
1-2 years	31	44%
3-4 years	19	27%
> 5 years	2	3%
Total	70	100%

<sup>e</sup> Source: processed primary data, 2024

Based on the table above, it can be seen that the number of respondents was dominated by employees with 1-2 years of work, 44% or 31 people. Less than 1 year with a percentage of 26% or as many as 18 people, 3-4 years with a percentage of 27% or as many as 19 people, and more than 5 years with a percentage of 3% or as many as 2 people.

## 4.2 Classic assumption test

### Normality test

The normality test is a test to measure whether our data has a normal distribution so that it can be used in parametric statistics. To find out whether the data in this study is normally distributed or not, testing was carried out using the Kolmogorow-Smirnov approach. The following are the test results using the Kolmogorow-Smirnov approach

**Table 6.** Normality Test Results.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		70
<b>Normal Parameters, b</b>	Mean	,0000000
	Std. Deviation	3.13450754
<b>Most Extreme Differences</b>	Absolute	,098

	Positive	,084
	Negative	-.098
<b>Statistical Tests</b>		,098
<b>Asymp. Sig. (2-tailed)</b>		,090c
<b>Monte Carlo Sig. (2-tailed)</b>	Sig.	,484d
	99% Confidence Interval	Lower Bound
		Upper Bound
		,471
		,497

<sup>f</sup> Source: SPSS 23 output (processed data, 2024)

From the One-Sample Kolmogorov-Smirnov Test table, the probability number or Asym is obtained. Sig. (2-tailed). This value compared to 0.05 has a greater value, namely  $0.090 > 0.05$ , so the data in this study is normal.

### Multicollinearity Test

To detect multicollinearity, it is done by looking at whether the Variance Inflation Factor (VIF) value is not greater than 10, so the model is free from multicollinearity. The following are the test results with the multicollinearity test.

**Table 7.** Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
<b>1</b>					
	(Constant)	13,425	3,466		
	Compensation	-,147	,138	-,133	,615
	Work environment	,359	,101	,498	,495
	Job Interests	,364	,197	,240	,573
					1,625
					2,020
					1,746

<sup>g</sup> Source: SPSS 23 output (processed data, 2024)

Based on table 4.14 above, it can be seen that the VIF value of the variables compensation, work environment, work interest and work motivation does not occur multicollinearity because the results are smaller than 10.

### Heteroscedasticity Test

The heteroscedasticity test is intended to test whether in the regression model there is inequality of variance and residuals from one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedastic and if it is different it is called heteroscedastic. A good regression model is homoscedastic or not heteroscedastic. The results of heteroscedasticity research on the dependent variable are presented in the following table using the Glesjer test:

**Table 8.** Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>1</b>					
	(Constant)	-9.643E-16	3,466	,000	1,000
	Compensation	,000	,138	,000	1,000
	Work environment	,000	,101	,000	1,000
	Job Interests	,000	,197	,000	1,000

<sup>h</sup> Source: SPSS 23 output (processed data, 2024)

Based on the table above using the glesjer test, it can be seen that the significant value of all independent variables is more than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity

## 4.3 Hypothesis test

### Multiple Linear Regression Analysis Test

**Table 9.** Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
<b>1</b>					
	(Constant)	<b>13,425</b>	3,466	3,873	,000
	Compensation	<b>-,147</b>	,138	-1,064	,291
	Work environment	<b>,359</b>	,101	,498	,001

Job Interests	<b>,364</b>	,197	,240	1,850	,069
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<sup>i</sup> Source: SPSS 23 output (processed data, 2024)

Based on the results of the multiple regression analysis test in table 4.16, the multiple linear regression equation is obtained as follows:

$$Y = 13.425 - 0.147 X1 + 0.359 X2 + 0.364 X3 + e$$

The multiple linear regression model above can be explained as follows:

1. The constant  $\alpha$  of 13.425 states that if the value of the independent variable is constant then the amount of work motivation is 13.425.
2. The regression coefficient value
3. The regression coefficient value
4. The regression coefficient value

**Coefficient of Determination Test**

**Table 10.** Coefficient of Determination Test Results

Model	Model Summary b									
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
<b>1</b>	,603a	,363	,334	3,205	,363	12,560	3	66	,000	1,770

<sup>j</sup> Source: SPSS 23 output (processed data, 2024)

Based on the table above, it can be seen that the Adjusted R Square or coefficient of determination is 0.334, This shows that the variable compensation, work environment, and work interest has the ability to explain variables work motivation amounting to 33.4%. Meanwhile, the remaining 66.6% can be explained by other factors not examined in this study.

**Partial Test (t)**

To see if compensation, work environment, and work interest partial (individual) influence on work motivation using a partial significance test. The decision making criteria are as follows:

- a. If the significance probability value  $> 0.05$ , then the hypothesis is rejected. A rejected hypothesis means that the independent variable has no effect on the dependent variable.
- b. If the significance probability value is  $< 0.05$ , then the hypothesis cannot be rejected. A hypothesis that cannot be rejected means that the independent variable has an effect on the dependent variable.

**Table 11.** t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
<b>1</b>	(Constant)	13,425	3,466	3,873	,000
	Compensation	-,147	,138	-,133	-,064 <b>,291</b>
	Work environment	,359	,101	,498	3,569 <b>,001</b>
	Job Interests	,364	,197	,240	1,850 <b>,069</b>

<sup>k</sup> Source: SPSS 23 output (processed data, 2024)

Based on the results of the partial test (t test) from the table above, the influence of the independent variable on the dependent variable can be explained as follows:

1. The compensation variable (X1) has a significance value of 0.291, so it is known that the significance value is greater than 0.05 or  $0.291 > 0.05$ . So it can be concluded that partial compensation has no effect on work motivation.
2. The work environment variable (X2) has a significance value of 0.001, so it is known that the significance value is smaller than 0.05 or  $0.001 < 0.05$ . So it can be concluded that the work environment partially has an influence on work motivation.

3. The work interest variable (X3) has a significance value of 0.069, so it is known that the significance value is greater than 0.05 or  $0.069 > 0.05$ . So it can be concluded that work interest partially has no effect on work motivation.

## Discussion

### The Influence of Compensation on Work Motivation

Based on the results of the Partial Significance Test (t Test), the compensation variable obtained a significance value of 0.291. This value is greater than 0.05 or  $0.291 > 0.05$ , so H1 is rejected, so that the partial compensation variable has no effect on work motivation. This shows that the amount of compensation for employees has no effect on work motivation. This is supported by a significance value of 0.291 and a coefficient value of -147, this shows that when compensation increases it will reduce employee motivation at work. So it can be concluded that the compensation in the company cannot influence employee work motivation.

### The Influence of the Work Environment on Work Motivation

Based on the results of the Partial Significance Test (t Test), the work environment variable obtained a significance value of 0.001. This value is smaller than 0.05 or  $0.001 < 0.05$ , so H2 is accepted, so that work environment variables partially influence work motivation. Creating work motivation is good working conditions, especially in terms of the physical work environment. The work environment can also include the relationship between superiors and subordinates, relationships with coworkers, company rules and policies, and working conditions. The conditions of this work environment must be taken into account because if employees like the work environment where they work, then employees will feel at home working, carrying out activities so that working time is utilized effectively. This is what makes the work environment greatly influence employee motivation at work.

### The Influence of Work Interest on Work Motivation

Based on the results of the Partial Significance Test (t Test), the work interest variable obtained a significance value of 0.069. This value is greater than 0.05 or  $0.069 > 0.05$ , so H3 is rejected, so that the work interest variable partially has no effect on work motivation. This shows that whether an employee's interest in work is large or small, it has no effect on work motivation. This is supported by a significance value of 0.069. Because in fact not all employees are interested in their work, there are also other things that motivate employees to work, such as the economic situation in their families, which makes employees motivated and enthusiastic about working.

## 5. Conclusion

Shows that there is no significant influence between Compensation on Employee Motivation at PT. Central Asian Bank. Partial compensation has no effect on work motivation. This shows that the size of compensation for employees has no effect on work motivation.

Shows that there is a significant influence between the work environment on employee work motivation. Creating work motivation is good working conditions, especially in terms of the physical work environment. The work environment can also include the relationship between superiors and subordinates, relationships with coworkers, company work rules and policies, and working conditions. Comfortable environmental conditions will make employees feel at home at work.

Shows that there is no significant influence between Work Interest and Employee Work Motivation. This shows that how big or small an employee's interest in working has no effect on work motivation. Because in fact not all employees are interested in their work.

## Suggestion

1. In the compensation variable, it is hoped that providing compensation based on incentive indicators for employees should pay attention to regulatory standards and minimum living costs to prevent a feeling of injustice. So that compensation is given to employees according to their performance.

2. It is important to improve work environment variables because they affect employee motivation. Indicators that need to be improved relate to the work environment, namely: employees feel satisfied with the work itself and are happy with a comfortable and adequate work environment.
3. Regarding the employee interest variable, in terms of employee interest, especially in economic indicators, to increase employee interest in the company, the company must be able to create stability in providing wages that can support the employee's economy.
4. In the work motivation variable, the Management of PT. Bank Central Asia always provides continuous motivational encouragement, especially on employee business performance indicators, so that employees can carry out their work well and responsibly.

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