



# Implementation Of Provision Of Compensation in Improving Employee Performance at PT. Bumi Artha Sedayu Karawang

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## ABSTRACT

This study aims to determine the implementation of compensation in improving employee performance at PT. Bumi Artha Sedayu Jl Raya Klari no 23-24 East Karawang District. The method used in this research is a qualitative research with triangulation method as a source to analyze using interview, observation and survey instruments. The results of this study indicate that the implementation of compensation provided for now is still lacking, and performance is still lacking. The company must provide a salary with the Karawang UMR standard, he added in the provision of insurance and to improve employee performance the company must maximize unit sales so that the realization is according to the predetermined target.

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## INTRODUCTION

Human resources as one of the elements that greatly determine the success of the organization, on the other hand also as beings who have certain thoughts, feelings, needs and expectations, this is very necessary because these factors will affect achievement, dedication and loyalty and love for work and organization (Dahlan et al., 2017) (Gultom, 2015). The situation of creating human resources as an asset that productivity must be increased, to achieve this, the organization must be able to create conditions that can encourage and allow comfort to develop and improve the capabilities and skills possessed optimally, one of the efforts that organizations can take to achieve condition is to provide compensation. (Djuwita, 2011; Johanariah, 2018)

Basically, performance in general can be understood as the amount of contribution that employees make to the progress and development of the company where they work. The performance of employees in a company is very important, because with the performance, the level of achievement of the results will be seen so that it will be known how far the tasks that have been carried out through the tasks and authorities given can be carried out in a real and maximum manner. (Dipang, 2013; Rani & Mayasari, 2015). Employee performance that has been carried out with a certain level of achievement should be in accordance with the mission that has been set as the

basis for carrying out the tasks carried out. (Junaidi, 2021; Lestary & Chaniago, 2017)

Basically, compensation in general can be understood as everything that is received either in the form of physical or non-physical. Compensation also means all remuneration received by a worker/employee for services or results from his work in a company in the form of money or goods, either directly or indirectly. (Renaldi & Utityati, 2016).

The development and progress of an organization cannot be denied if the quality factor of performance management has an influence as a driving force that is able to accelerate towards it (Oktyaninoor, 2021; Sihalohe & Siregar, 2020).

In a study conducted by Opan Arifudin entitled "The Effect of Compensation on Employee Performance at PT. Global" stated that the sufficient compensation has a significant effect on employee performance.

In a study conducted by Yulia Fitri entitled "Compensation for Employees at CV. Fortuna Flowers Lubuk Minturun Padang" which states that there are several effects of good non-financial compensation on employee performance, namely increasing employee performance productivity, increasing employee motivation, increasing employee confidence at work, providing work comfort for employees.

Basically, the performance of employees in general can be greatly influenced by the amount of compensation provided by the company. Thus, a more optimal performance is needed to achieve the predetermined target.

Based on the results of observations made at PT. Bumi Artha Sedayu, it was found that the discussion of the problem to be studied was how to provide compensation at PT. Bumi Artha Sedayu to improve employee performance?. How is the performance of employees at PT. Bumi Artha Sedayu? What is the solution for providing compensation to improve employee performance?

The research objectives are: To find out the compensation at PT. Bumi Artha Sedayu to improve employee performance. To determine the performance of employees of PT. Bumi Artha Sedayu. To find out solutions for providing compensation to improve employee performance.

Based on description With the above background, the authors are interested in taking the title regarding the implementation of compensation in improving employee performance carried out by PT. Bumi Artha Sedayu, and whether compensation can improve employee performance. Therefore, research is needed on the provision of compensation in improving employee performance.

## RESEARCH METHODS

This type of research is a qualitative research with a triangulation method which includes understanding the phenomena experienced by research subjects such as perceptual behavior and actions described by describing through words (Cookson & Stirk, 2019:25).

According to Oktyaninoor, (2021:39) data collection techniques are carried out by means of observation, interviews. Interview is a question and answer activity to obtain information so that the meaning of a particular topic can be obtained. Informants are people who provide a lot of information about the object to be studied, observed about the object of research. Informants in this study are employees of the Kedungwarengin sub-district.

Observation according to Ningtyas, (2014:20) observation is a data collection technique that has specific characteristics when compared to other techniques. Observations in this study is to make direct observations in the field. The data obtained in this study are primary data, data obtained through interviews and observations.

## RESULTS AND DISCUSSIONS

### 1. Pre Questionnaire PT. Bumi Artha Sedayu

Based on the data that has been collected from 30 respondents, employees of PT. Bumi Artha Sedayu in this study were used as characteristics which were grouped based on the gender of the respondents and the age of the respondents.

#### Gender

**Table 1.** Respondent Gender Data

| No     | Gender | Amount |
|--------|--------|--------|
| 1.     | Man    | 19     |
| 2.     | Woman  | 11     |
| Amount |        | 30     |

Source: Pre Questionnaire PT. Bumi Artha Sedayu, 2022

Based on the table1.1 it can be seen that data from 30 respondents obtained 19 respondents with male gender and 11 respondents with female sex. Based on the existing questionnaire data, it shows that the majority who fill out the questionnaire are male.

#### Age

**Table 2.** Respondent Age Data

| No     | Age         | Amount    |
|--------|-------------|-----------|
| 1.     | 21-25 Years | 9 people  |
| 2.     | 26-30 Years | 12 people |
| 3.     | > 30 Years  | 9 people  |
| Amount |             | 30        |

Source: Pre Questionnaire PT. Bumi Artha Sedayu, 2022

Based on the table1.2 it can be seen that data from 30 respondents obtained 9 respondents aged 21-25 years, 12 respondents aged 26-30 years and 9 respondents aged > 30 years. Based on the existing questionnaire data, it shows that the majority of those who fill out the questionnaire are aged 26-30 years.

### 2. Compensation

Giving compensation has an effect on employee performance. This can be seen from the results of poor employee performance when the company is not able to provide high compensation to employees.

The following is a compensation questionnaire for 30 employees of PT. Bumi Artha Sedayu.

**Table 3.** Compensation Questionnaire

| No | Question  | In accordance | Not appropriate |
|----|---|---------------|-----------------|
| 1. | The salary that has been received by the employee is in accordance with the Karawang UMR?         | 20            | 10              |
| 2. | Is the insurance provided by PT Bumi Artha Sedayu in accordance with the wishes of the employees? | 11            | 19              |
| 3. | Is the bonus given by PT Bumi Artha Sedayu according to the wishes of the employees?              | 13            | 17              |

Source: Pre Questionnaire PT. Bumi Artha Sedayu, 2022

Based on table 1.3, it shows the compensation questionnaire statement as many as 30 employee respondents of PT. Bumi Artha Sedayu. For the salaries received by employees of PT. Bumi Artha

Sedayu, there were 10 respondents who felt that the salary given was not in accordance with the UMR Karawang standard, and there were 19 respondents who felt that the provision of insurance at PT. Bumi Artha Sedayu was still insufficient or not appropriate, as well as for the results of the grant. bonus has 17 respondents who feel the bonus received is not in accordance with the wishes of employees.

The results from table 1.3 show that the compensation for employees of PT. Bumi Artha Sedayu is still low.

The following is a list of UMR Karawang 2022 and other areas in West Java:

**Table 4.** List of UMR

| NO | CITY               | UMR             |
|----|--------------------|-----------------|
| 1  | Bekasi             | Rp 4,816,921.17 |
| 2  | Karawang Regency   | Rp 4,798,312.00 |
| 3  | Bekasi Regency     | Rp 4,791,843.90 |
| 4  | Depok              | Rp 4,377,231.93 |
| 5  | Bogor Regency      | Rp 4,330,249.57 |
| 6  | Purwakarta Regency | Rp 4,173,568.61 |
| 7  | Bandung district   | Rp 3,774,860.78 |
| 8  | Sukabumi Regency   | Rp 3,125,444.72 |
| 9  | Sumedang Regency   | Rp 3,064,218.08 |
| 10 | Cianjur Regency    | Rp 2,699,814.40 |

### 3. Employee performance

**Table 5.** Compensation Questionnaire

| No | Question  | In accordance | Not appropriate |
|----|---|---------------|-----------------|
| 1. | Is the quality of unit construction in accordance with company standards/?              | 12            | 18              |
| 2. | Can the quantity of employee performance be said to be good?                            | 13            | 17              |
| 3. | Is the timeliness in the unit development process in accordance with company standards? | 12            | 18              |

Source: Pre Questionnaire PT. Bumi Artha Sedayu, 2022

Based on table 1.5 shows the employee performance questionnaire questions as many as 30 employee respondents PT. Bumi Artha Sedayu. The results of the quality questionnaire have an inappropriate value of 18, the results of the questionnaire for the quantity of employee performance have an inappropriate value of 17, and for the timing of the questionnaire it has an inappropriate value of 18.

The results from table 1.5 show that the performance of PT. Bumi Artha Sedayu employees is still low. Judging from the construction of the unit which has not yet reached the target and there are still customer complaints that come to PT. Bumi Artha Sedayu.

#### a) Quality

The following is the sales report data of PT. Bumi Artha Sedayu for the year 2020-2022

**Table 6.** Sales Report Data for 2020-2022

|             | 2020 | 2021 | 2022 |
|-------------|------|------|------|
| Realization | 152  | 201  | 223  |
| Target      | 300  | 300  | 300  |

Source: PT. Bumi Artha Sedayu

Based on table 1.6 above, there are sales report data for 2020-2022 which shows that in 2020 sales at PT. Bumi Artha Sedayu have not reached the target, namely the realization of 152 units, for 2021 the realization is 201, and in 2022 unit sales are at 223 units.

The results from table 1.6 show that the quality of employee performance at PT. Bumi Artha Sedayu is still low. It can be seen from the number of unit sales that have not reached the target.

#### b) Quantity

Here is the Complaint Data for 2020 that was entered at PT. Bumi Artha Sedayu:

**Table 7. Complaint Data**

| Description | 2020 | Realization |
|-------------|------|-------------|
| complain    | 55   | 26          |

Source: PT Bumi Artha Sedayu, 2022

Based on table 1.7 the number of complaints that came in was 55 complaints with realized status, 26 and 29 complaints still could not be realized due to delays in disbursement for the purchase of building materials needed for the complaint processing process.

The results from table 1.7 show that the quantity of employee performance at PT. Bumi Artha Sedayu is still low. Judging from the number of customer complaints. Many customers complain that the performance of employees at PT. Bumi Artha Sedayu is not optimal.

As in Siti Hadisa's research entitled "Analysis of the role of compensation in improving employee performance in CV.Surya Kencana Batulicin branch" the results of the study stated that it was true that good compensation as given by CV.Surya Kencana Batulicin Branch to employees was very influential in increasing employee performance results. Because the compensation obtained is sufficient and appropriate, the employees will be more enthusiastic in carrying out their work and the better the results obtained by the company.

From the results of research from other companies, PT. Bumi Artha Sedayu in mobilizing its employees needs to instill attitudes and behaviors that lead to increased performance. In other words, companies must pay more attention to the issue of compensation so that employees work better so that the goals and objectives of PT. Bumi Artha Sedayu can be achieved now and in the future.

The following are the results of interviews with employees of PT. Bumi Artha Sedayu

**Table 8. Interview Data**

| Opinion | Question  | Answer  |
|---------|---|---|
| Manager | 1. Is the salary received by the employee in accordance with the UMR Karawang?                        | 1. The salary provision at PT. Bumi Artha Sedayu is in accordance with the current UMR level in Karawang.   |
|         | 2. Is the insurance provided by PT. Bumi Artha Sedayu in accordance with the wishes of the employees? | 2. The company provides health insurance to employees with a minimum of 1 year of service.  |
|         | 3. Is the bonus given by PT. Bumi Artha Sedayu in accordance with the wishes of the employees?        | 3. The calculation of the bonus that I get is appropriate.  |
|         | 4. How is the performance of  | 4. Productivity of employee performance on average is less than the maximum.  |
| Manager | 5. Is the insurance provided by PT. Bumi Artha Sedayu in accordance with the wishes of the employees? | 5. Likewise, the quality of work of PT. Bumi Artha Sedayu employees is still not optimal.   |
|         | 6. Is the bonus given by PT. Bumi Artha Sedayu in accordance with the wishes of the employees?        | 6. Work efficiency, oh my, the core problem here is that one of them is rarely on time in any case, such as paying bills that hinder the development process.   |
|         | 7. How is the performance of  | 7. The employees here in terms of work discipline are already good.   |
|         | 8. Is the insurance provided by PT. Bumi Artha Sedayu in accordance with the wishes of the employees? | 8. Compensation alone is not enough to produce good performance, so the company encourages with good motivation and is more adjusted in providing compensation. |

|       |  |  |
|-------|--|--|
|       | <p>employees at PT. Bumi Artha Sedayu?</p> <p>5. How is the work quality of employees at PT. Bumi Artha Sedayu?</p> <p>6. How is the work quantity of PT. Bumi Artha Sedayu employees?</p> <p>7. How is the punctuality / work discipline of PT. Bumi Artha Sedayu employees?</p> <p>8. What is the solution for providing compensation to improve employee performance?</p> |  |
| SPV   | <p>"All questions are the same as above"</p>   | <ol style="list-style-type: none"> <li>1. Yes, as long as I work at PT. Bumi Artha Sedayu, the salary received is in accordance with the nominal and the assignment with our position and is the UMR Karawang.</li> <li>2. The provision of insurance here can be said to be less because The company only provides health insurance.</li> <li>3. For bonuses, companies often give them not in accordance with the initial provisions.</li> <li>4. Performance here is still not good..</li> <li>5. However, not all of the performance quality here is not good, there are also some parts that maximize their performance and provide good quality for the company"</li> <li>6. For the timeliness of the employees here in carrying out their duties may be good enough.</li> <li>7. Time discipline and dress, thank God, in our workplace we can say good.</li> <li>8. In my opinion, compensation is very influential on employee performance, so the company must maximize the type of compensation given to employees.</li> </ol> |
| Staff | <p>"All questions are the same as above"</p>   | <ol style="list-style-type: none"> <li>1. TThe salary level here has adjusted to the duties or work of each employee and also the adjustment is seen from the employee's tenure.</li> <li>2. I have not received any insurance while working at PT. Bumi Artha Sedayu.</li> <li>3. The bonus given is still not enough</li> <li>4. Employee performance here is still not optimal, many employees are often procrastinating.</li> <li>5. Likewise with the quality of our performance is said to be still lacking.</li> <li>6. But not a few employees' performance in completing their tasks quickly and satisfactorily.</li> <li>7. Time discipline is the most important in the office because the salary deduction system and other rules are very strict.</li> </ol>  |

|       |                                       |  |
|-------|---------------------------------------|--|
|       |                                       | 8. Yes, because with adequate compensation in a company, it will load employee performance to increase, PT. Bumi Artha Sedayu must further stabilize the provision of compensation to its employees to produce better employee performance.                      |
| Admin | "All questions are the same as above" | 1. I feel pPaying salaries to employees is sometimes unfair, I have a job whose salary is more equal to that of an employee who has fewer duties than me and I who have worked for 1 year have not been able to get a raise or are still below the minimum wage. |
|       |                                       | 2. In my opinion health insurance is not enough, the company can provide other insurance for employees, especially employees with more than 3 years of service.  |
|       |                                       | 3. I feel pthe bonus given by the company is still lacking, there was also a time in 2020 it did not go down.  |
|       |                                       | 4. Employees of PT. Bumi Artha Sedayu feel that they are lacking in getting small bonuses from the company, so our performance can be said to be less than optimal.  |
|       |                                       | 5. Because there are still many complaints from consumers, the quality of performance here is still lacking.   |
|       |                                       | 6. There are some employees who fall into the ontime category in terms of completing work, but there are also those who do the opposite.   |
|       |                                       | 7. Employee discipline is good.  |
|       |                                       | 8. To be able to produce better employee performance, the company must be able to determine the amount of compensation that is able to bind employees.   |

From the results of table 1.8 interviews with 4 respondents it was found that to improve employee performance is to provide compensation in accordance with the needs of employees in the form of providing salaries with the UMR standard, in addition to salaries the company must also provide health insurance and coupled with other insurance such as old-age insurance, insurance life, accident insurance to employees and provide appropriate bonuses.

Based on the results of interviews and the results of the questionnaire, the solutions for providing compensation to improve performance are:

- 1) For the provision of employee salaries, it must be adjusted to the UMR Karawang standard in 2022. For the provision of health insurance, the company can add other insurances, such as life insurance, accident insurance.
- 2) To improve employee performance in sales, the company must provide training and motivation for employees, work motivation can be by providing rewards such as allowances or in the form of basic necessities and can hold a meal together.

## CONCLUSIONS

The compensation given by PT. Bumi Artha Sedayu is still lacking, and performance is still lacking. It can be seen from the amount of compensation that is less, resulting in poor performance. Therefore, the company must provide a salary with the Karawang UMR standard, add insurance and maximize unit sales according to the predetermined target.

The implications of this research in improving the performance of employees of the company must provide compensation in the form of salary in accordance with the UMR Karawang standard and provide it on time, increase the provision of insurance to employees through the provision of education insurance, accident insurance, old-age insurance. Pthe company must also improve employee performance in unit sales according to the target.

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