



The Influence of Training, Compensation, and Work Motivation on The Performance of Provincial Legislatives Council Members in Banjarmasin

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Abstract

The Provincial Legislative Council in Banjarmasin is constantly considering methods to enhance the public sector. High job performance from members of the Provincial Legislative Council in Banjarmasin is required for improvement. Training, compensation, and work motivation all impact job performance. The study examined how training, compensation, and work motivation affect job performance. This study employed a quantitative approach. For this study, 45 members of the Provincial Legislative Council in Banjarmasin were sampled. The method for collecting data used was a questionnaire. The data was analyzed by Multiple Linier Regression (MLR) analysis. The findings of this study indicated that job performance, compensation, work motivation, and training all achieved satisfactory levels. The effects of training, compensation, and work motivation on job performance were all significant. The training variable substantially influenced job performance more than the other variables. Nevertheless, those factors affected the results. Because these factors had a significant influence on performance, training, compensation, and work motivation all needed to get improved.

Keywords: compensation; job performance; training; work motivation;

INTRODUCTION

An essential factor in enhancing public services is council members' job performance. The effectiveness of a program of initiatives or policies in achieving the organization's goals, objectives, vision, and mission, as stated in strategic planning, is demonstrated by the council members' performance on the job. If individuals or groups have criteria or standards of success established by the organization, council performance can be measured.

A variety of variables influence the organization's job performance. These factors include abilities (capabilities that can be developed), capacity (specified or limited abilities), help (assistance given to achieve maximum performance), incentives (material and non-material rewards), environments (work environments), validity (guidelines or instructions in job descriptions), and evaluation (there is feedback on work results) (Notoatmodjo, 2009: 21). The ability



factor is the only one of these variables that can be influenced by training. Other variables are not within the scope of training (Notoatmodjo, 2009: 21). Therefore, training impacts the aptitude of the Provincial Legislative Council in Banjarmasin.

Compensation is another crucial element that must be considered in an organization. Based on the tasks they accomplish and the outcomes of their work, the organization rewards its employees financially and non-financially. Salaries, vacation days, and bonuses are all examples of compensation. The job performance of employees is taken into account when determining compensation. Job performances are consistent with the compensation that the organization offers. A compensation system can ensure employee satisfaction, enabling the organization to recruit, retain, and hire several individuals with positive attitudes and behaviors who can work effectively for the organization's benefit. (Siagian, 2008: 253).

Motivational factors are also crucial for enhancing the organization's productivity. Employees must always be motivated for the ensuing job performance to improve because burnout frequently happens at work. If this symptom manifests in employees, it can be identified by its characteristics, including increased absenteeism, decreased discipline, decreased productivity, higher labor turnover, relentless employee demands, and strike indications. (Alma, 2008: 202).

Employee job performance and work motivation are closely linked. While work motivation can impact job performance, it is not the only factor determining it (Wibowo, 2011: 389). A physiological or psychological imbalance that causes the action is required. According to Maslow's theory of motivation, human needs are divided into four categories, founded on his hierarchy of needs: psychological, safety, social, and self-actualization. (Wibowo, 2011: 391).

According to Triton (2009: 173), work motivation pushes employees to perform according to expectations. Thus, expectations will replace motivational factors to drive morale. When expectations are met, an employee's job performance tends to increase, and the opposite is accurate.

The job performance of an organization is greatly influenced by training, compensation, and work motivation. Managers and organizational leaders start to focus their attention on these three variables. Part of this study will examine how training, compensation, and work motivation affect the job performance of the Provincial Legislative Council in Banjarmasin. In addition, it is informed of the factor that most significantly affects the Provincial Legislative Council of Banjarmasin's job performance.

LITERATURE REVIEW

The ability to complete a work is referred to as job performance. Job performance is what a person can do according to their tasks and functions. From the established criteria, it can be deduced that performance is the visible end product of work or the outward manifestation of an employee's work. Therefore, assessing an employee's job performance based on work outcomes, task outcomes, or activities over a specific time frame is possible. (Notoatmodjo, 2009:124).

Job performance is the outcome employees achieve from their labor following the job's requirements (Robbins, 2000: 201). This meaning alludes to a



comparison between the outcomes and the set standards. In other terms, the outcomes are assessed against a standard.

Actions, work execution, work performance, and efficient work implementation are all factors that affect job performance. A person's achievements are related to the tasks assigned to him. The results of an employee's work, a management process, or an organization must be shown in concrete and measurable evidence (compared to predetermined standards) (Sedarmayanti, 2009). Four aspects are indicators of employee performance assessment—the five aspects of work achievement, responsibility, obedience, honesty, and cooperation. (Sedarmayanti, 2009: 270).

Training initiatives' effectiveness must be assessed to determine how much they have advanced the business. According to Jeffrey and Mello (Wibowo, 2009: 450), the four levels of training evaluation are reaction, learning, behavior, and outcomes.

According to the statements above, the critical elements evaluated during the training are the participants' reactions, their use of what they have learned, their actions, and the outcomes. Participants' responses to the program, instructors, and training support centers revealed their feelings. People's information and skills before and after training differ, illustrating how learning is implemented. The behavior indicators show how the training participants apply the information and skills they learned in the training environment to their work. After the organization's employees complete the training, the training outcomes can be evaluated using the organization's progress indicators.

The company should adhere to compensation plans to retain professionals and qualified personnel. All workers' benefits in exchange for their labor are referred to as compensation. Generally speaking, compensation consists of wages or salaries, company allowance, health benefits, pensions, incentives, and premiums (Kasmir, 2011). Compared to wages or salaries, compensation has a broader definition. Wages or salaries place a greater emphasis on financial benefits, whereas compensation includes both financial and non-financial services. Either directly (financial) or indirectly (non-financial) in the shape of monetary or non-monetary awards (Samsuddin, 2006: 187).

All employees receive in exchange for their labor or commitment is considered compensation. Compensation is a highly complex topic in an organization, but it is crucial for both the workers and the organization. Employee compensation must have a logical and sensible foundation. Nevertheless, humanitarian and emotional considerations should not be overlooked in any case (Notoadmodjo, 2009: 142).

A benefit or compensation that a company offers its employees may be financially valuable. Employees must be willing and satisfied to work in exchange for this compensation, which includes wages, salaries, incentives, commissions, and other payments. At the very least, compensation must be sufficient to cover bare essentials. This compensation must be proportionate to employee performance and be fair, dynamic, and not rigid to encourage employee commitment to the company. Implementing the management function known as "actuating," or getting people to be willing to cooperate in order to achieve predetermined objectives, is what compensation does (Alma, 2008: 202).



According to Terry (Sedarmayanti, 2009: 233), a person's or an individual's desire motivates them to do something. A person's desire to satiate their requirements, such as hunger, thirst, and sleep, generates motivation. Motivation is how strongly a person or group wants to do things that will produce specific results. Terry says motivation is a person's desire to do something (Notoatmodjo, 2009: 114).

Motivation is any attempt to get someone to act in a way that helps the organization reach its goals as much as possible (Notoatmodjo, 2009:114). In order to fulfill a need or achieve an objective, one must be encouraged and motivated. Therefore, motivation refers to providing employees with the drive to work in a manner that makes them genuinely want to do so. It is anticipated that organizational goal-achieving efforts will be effective and economical. Promotion, job achievement, work itself, reward, responsibility, recognition, and success in work are the seven criteria that can be used to assess a person's motivation.

The study concept model is as follows, based on the above description:

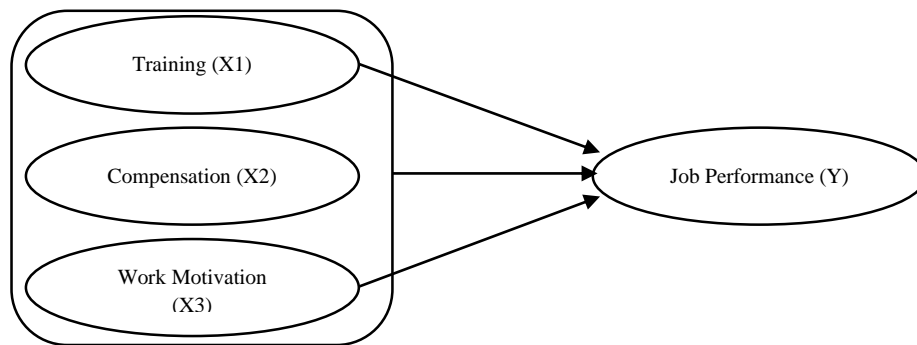


Figure 1. Conceptual Model of The Study

Based on the previously discussed theoretical and conceptual models, the study hypothesis is developed that training, compensation, and work motivation have a significant impact on the job performance of the Provincial Legislative Council in Banjarmasin.

RESEARCH METHODS

The study used quantitative method with survey research. This method is used to examine the effects of training, compensation, and job motivation on the job performance of the Provincial Legislative Council in Banjarmasin, data collection using research instruments, quantitative data analysis, or statistics to test the hypothesis set.

Two components comprise the variable: the dependent and independent variables. Job performance is the study's dependent variable. Training, compensation, and job motivation are the independent variables in this study.

Job performance is the outcome that employees accomplish in their work following the requirements of a job. Several indicators can be used to evaluate performance. Among the indicators are work achievement, responsibility, obedience, honesty, and cooperation.

Training is a process that results in modifying how one behaves around one's employees. The change takes explicitly the shape of improving employees' capacity



to complete tasks at work. Reaction, learning, behavior, and outcome indicators evaluate training.

The provision of remuneration on an ongoing basis in the form of money (financial) or indirectly in the form of awards (non-financial) is known as *compensation*. The expense of living, the cost of productivity, the salary or wage scale, and payability are used to measure compensation.

Motivating subordinates at work to want to work honestly and assist the company in achieving its objectives quickly and affordably is known as *work motivation*. Work motivation is evaluated based on indicators like promotion, job achievement, work itself, reward, responsibility, recognition, and success in work

A questionnaire is used in this method of gathering study data. A questionnaire is a method of gathering data that uses a list of inquiries or a checklist of the subject being studied (a population or sample) (Misbahuddin and Hasan, 2013: 27). Using the census method as the sampling technique, 45 respondents from all populations served as sample sizes for the study.

Multiple Linier Regression (MLR) was used in data analysis. To determine how much two or more independent factors impact a dependent variable, perform a Multiple Linier Regression (MLR) analysis. With the help of this, it is possible to determine whether or not there is a functional or causal relationship between two or more independent variables and a single dependent variable. By adding more independent factors (multiple regression), Multiple Linier Regression (MLR) is a progression of Simple Linier Regression (Sanusi, 2014: 134). The general structure of the Multiple Linier Regression (MLR) model could be:

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \epsilon$$

Where:

y	= dependent variable
β_0	= intercept (constant term)
$\beta_1, \beta_2, \beta_3$	= slope for each explanatory variable
x_1	= training
x_2	= compensation
x_3	= work motivation
ϵ	= residuals

RESULTS AND DISCUSSION

Instrument Validity Test

The validity test looked at how close the study data were to the real-world events that were the real focus of the study. The questionnaire was used to measure something, and the questionnaires would be valid if they could explain what was being measured. If the criteria are met, the questionnaire is considered valid. The questionnaire's validity is assessed using the criterion that all of its questions must have r counts equal to or higher than r table at a significant level of 5% (five percent). If they do, the questionnaire is considered valid. Results of the training compensation, motivation, and performance questionnaires given to members of the Provincial Legislative Council in Banjarmasin are shown in the Table below.



Table 1. Validity Test of Training Variable

Item	r count	r table	Information
X1-1	0.569	0.44	valid
X1-2	0.753	0.44	valid
X1-3	0.784	0.44	valid
X1-4	0.703	0.44	valid
X1-5	0.677	0.44	valid
X1-6	0.604	0.44	valid
X1-7	0.628	0.44	valid
X1-8	0.561	0.44	valid
X1-9	0.591	0.44	valid
X1-10	0.578	0.44	valid

Source: Data processed, 2022

The table above shows r counts of training questionnaire items and r tables with respondents (n) of the size 20. The value of the r counts for items 1 to 10 is higher than 0.444 (r table). This questionnaire was valid for gathering the data on the training variable (X1) from members of the Provincial Legislative Council in Banjarmasin because it satisfies the criteria mentioned earlier.

Table 2. Validity Test of Compensation Variable

Item	r count	r table	Information
X2-1	0.816	0.44	valid
X2-2	0.708	0.44	valid
X2-3	0.683	0.44	valid
X2-4	0.668	0.44	valid
X2-5	0.812	0.44	valid
X2-6	0.706	0.44	valid
X2-7	0.713	0.44	valid
X2-8	0.756	0.44	valid
X2-9	0.651	0.44	valid
X2-10	0.667	0.44	valid
X2-11	0.649	0.44	valid
X2-12	0.627	0.44	valid
X2-13	0.779	0.44	valid
X2-14	0.717	0.44	valid
X2-15	0.610	0.44	valid

Source: Data processed, 2022

There are r counts of the compensation questionnaire items and r tables with 20 respondents in the table above. Items 1 to 15 are computed, and the value of r count is higher than 0.444 (r table). This questionnaire was valid to gather data on the compensation variable (X2) from members of the Provincial Legislative Council in Banjarmasin based on the earlier criteria.



Table 3. Validity Test of Work Motivation Variable

Item	r count	r table	Information
X3-1	0.618	0.44	valid
X3-2	0.709	0.44	valid
X3-3	0.638	0.44	valid
X3-4	0.654	0.44	valid
X3-5	0.700	0.44	valid
X3-6	0.722	0.44	valid
X3-7	0.593	0.44	valid
X3-8	0.664	0.44	valid
X3-9	0.700	0.44	valid
X3-10	0.682	0.44	valid
X3-11	0.626	0.44	valid
X3-12	0.642	0.44	valid
X3-13	0.700	0.44	valid
X3-14	0.626	0.44	valid
X3-15	0.648	0.44	valid
X3-16	0.644	0.44	valid
X3-17	0.616	0.44	valid
X3-18	0.700	0.44	valid
X3-19	0.694	0.44	valid
X3-20	0.699	0.44	valid

Source: Data processed, 2022

The table above contains r counts and r tables for each of the 20 items on the work motivation questionnaire. The r counts of items 1 to 20 are higher than 0.444 (r table). Based on the criteria above, this questionnaire is valid so that it can be used to collect data on work motivation (X3) from members of the Provincial Legislative Council in Banjarmasin.

Table 4. Validity Test of Job Performance Variable

Item	r count	r table	Information
Y-1	0.523	0.44	valid
Y-2	0.541	0.44	valid
Y-3	0.517	0.44	valid
Y-4	0.500	0.44	valid
Y-5	0.603	0.44	valid
Y-6	0.586	0.44	valid
Y-7	0.508	0.44	valid
Y-8	0.516	0.44	valid
Y-9	0.587	0.44	valid
Y-10	0.560	0.44	valid
Y-11	0.625	0.44	valid
Y-12	0.504	0.44	valid
Y-13	0.587	0.44	valid
Y-14	0.544	0.44	valid
Y-15	0.694	0.44	valid

Source: Data processed, 2022



The r counts of the job performance questionnaire items and r tables with 20 respondents are shown in the table above. The value of r counts of items 1 to 15 is more than 0.444. Based on the criteria above, this questionnaire is said to be valid so that it can be used to collect job performance data (Y) from members of the Provincial Legislative Council in Banjarmasin.

Instrument Reliability Test

Cronbach's alpha was used to measure internal consistency and determine the instrument's reliability. An item with a Cronbach's alpha score of higher than 0.6 is regarded as reliable.

Table 5. Reliability Test of Variables

Variables	r critical value	Cronbach's Alpha Score	Information
Training (X1)	0.6	0.893	reliable
Compensation (X2)	0.6	0.943	reliable
Work Motivation (X3)	0.6	0.943	reliable
Job Performance (Y)	0.6	0.887	reliable

Source: Data processed, 2022

The questionnaire results on training, compensation, work motivation, and job performance are shown in the table above as Cronbach's Alpha scores. The training's Cronbach's Alpha score is 0.893. The compensation's Cronbach's Alpha score is 0.943. For work motivation, Cronbach's Alpha score is 0.943. The job performance has a 0.887 Cronbach's Alpha score. Since all of the study's variables had Cronbach's Alpha scores higher than 0.6, they were all deemed reliable.

Multiple Linier Regression (MLR) Analysis

Several assumptions have been assessed before performing a multiple regression analysis. Training, Compensation, Work Motivation, and Job Performance variables have a linear relationship; the data have homoscedasticity, no multicollinearity, and no spurious outliers, and the residuals (errors) are approximately normally distributed.

According to the findings of the Multiple Linier Regression (MLR) analysis, the determinant coefficient has a R value of 0.989. The square of this R number is 0.977. This indicates that 97.7% of the job performance of Provincial Legislative Council members in Banjarmasin is affected by their training, compensation, and work motivation. The remaining 2.3% are impacted by other factors unrelated to this research.

The outcomes of the regression analysis demonstrated that the computed F value was 591.864. The number of significances is 0.000. The simultaneous effect can be identified, and the study model is tested using the calculated F value and significance. If F count > F table and significance 0.05, the independent variables are considered to influence the dependent variable simultaneously. The designed study model is also regarded as appropriate or acceptable.

F has been calculated to be 591.864. In the data, the F value is 2.84 at a significance level of 5% and 4.31 at a significance level of 1%, with df 1 = 3 and df 2 = 41. F count thus is higher than the F table. The underlying assumption is that



the members of the Provincial Legislative Council in Banjarmasin are concurrently impacted by their training, compensation, and work motivation. This study model is suitable or feasible.

Table 6. Partial Influence (t test)

Variable	Regression Coefficient	Standard Error	T value	Sig.
Constant	-2.634	1.452	-1.815	0.077
Training (X1)	0.636	0.094	6.801	0.000
Compensation (X2)	0.288	0.076	3.796	0.000
Work Motivation (X3)	0.245	0.040	6.137	0.000

Source: Data processed, 2022

To ascertain the partial impact, look at the table above. By comparing the calculated t value with the t table value, it is possible to determine how training, compensation, and motivation affect the job performance of the Provincial Legislative Council members in Banjarmasin. Additionally, the significance value can be used to determine this partial impact. If the t count is higher than the t table and the significance level is less than 0.05, then the hypothesis that independent variables partially impact performance are accepted or explained.

The training variable (X1), the compensation variable (X2), and the motivation variable (X3) all have t counts of 6.801, 3.796, and 6.137, respectively, according to the chart above. For n = 45, the t table value is 1.684. Training, compensation, and motivation variables all have t values greater than 1.684. Additionally, training, compensation, and incentive have significance values of 0.00. All of these factors have significant values that are less than 0.00. The performance of the Provincial Legislative Council members in Banjarmasin is thus partially influenced by training, compensation, and motivation.

Constant and β values construct the regression line solution—constant value: -2.634, while β_1 , β_2 , and β_3 values are 0.636, 0.288, and 0.245, respectively. The following is an example of a regression equation line constructed using constant and β values.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$\text{Job Performance} = -2.634 + 0.636X_1 + 0.288X_2 + 0.245X_3 + \text{error}$$

Here is an explanation of the regression line equation from earlier.

1. Performance is -2.634 when independent variables are assumed to be or remain constant. If training, compensation, and motivation do not improve, the performance value attained is -2.634.
2. The training β_1 value is 0.636, which can be explained by the fact that if the other independent variables are held fixed, an increase in the training score of one unit will increase job performance by 0.636.
3. The compensation β_2 value is 0.288, which can be explained by the fact that if the other independent variables are held fixed, an increase in the compensation score of one unit will increase job performance by 0.288.



4. The work motivation score has a β_3 value of 0.245, which can be explained by the fact that if the other independent variables are held constant, job performance will rise by 0.245 for every unit higher in work motivation.

DISCUSSION

The data analysis showed that training, compensation, and work motivation significantly affect how well Provincial Legislative Council members in Banjarmasin perform their duties simultaneously. The effectiveness of the Provincial Legislative Council members in Banjarmasin, even if only partly, is greatly influenced by their training, compensation, and work motivation. In Banjarmasin, training has a significant impact on how well members of the Provincial Legislative Council work.

Numerous factors in an organization affect employee performance. These factors include abilities (abilities that can be developed), capacity (specified or limited abilities), help (assistance given to achieve maximum performance), incentives (material and non-material incentives), environment (work environment), validity (guidelines for description assignments), and evaluation (feedback on work results) (Notoatmodjo, 2009: 21).

The ability factor (an ability that can be developed) is the only one of these variables that can be altered by training. Other variables are outside the scope of instruction (Notoatmodjo, 2009: 21). As a result, training affects a member's skill in Banjarmasin's Provincial Legislative Council.

Compensation is a crucial element that the organization must take into account. Based on the tasks they accomplish and the outcomes of their work, the organization awards its employees with both financial and non-financial incentives. Salary, paid time off, and bonuses are all examples of compensation. Depending on how well an employee performs, compensation is provided. The accomplishments are in line with the compensation the organization offers.

A compensation system can ensure member satisfaction, enabling the organization to recruit, retain, and hire several people with favorable attitudes and behaviors to work effectively for the organization's benefit (Siagian, 2008: 253).

The company needs to improve its motivational factors. Employee work motivation is a constant requirement for improved performance. Because burnout frequently happens at work. This symptom's traits can be observed, such as increased absenteeism, decreased discipline, decreased output, and higher labor turnover, in an employee if it manifests itself. Employee demands persist until on-strike signs appear (Alma, 2008: 202).

Employee performance is closely correlated with motivation. Work motivation undoubtedly influences job performance (Hidayat & Agustina, 2020), though it is not the only factor (Wibowo, 2011: 389). The requirement for a physical or psychological deficiency that causes the behavior According to Abraham Maslow's theory of motivation, human needs can be classified into four categories: psychological, safety, social, and self-actualization (Wibowo, 2011: 391).

When people are motivated to work, they want to work because they are best able to contribute their abilities and expertise to achieving organizational



objectives. Since every employee needs to be motivated to work hard and passionately to improve job performance and assist the company in reaching its goals as effectively as possible, work motivation is crucial for enhancing employee performance. Employee rewards will be given in proportion to the job they do for the company (Sunyoto, 2012: 11).

According to Triton (2009: 173), work motivation pushes workers to perform according to expectations. As a result, morale will be motivated by hope (Hidayat & Agustina, 2020). Employee job performance typically increases when standards are met, and vice versa.

CONCLUSION

The following can be said based on the data analysis and explanation of the study's findings:

1. Members of the Provincial Legislative Council in Banjarmasin perform well regarding training, compensation, work motivation, and job performance of Provincial Legislative Council members in Banjarmasin.
2. Training, compensation, and work motivation simultaneously significantly affect the job performance of Provincial Legislative Council members in Banjarmasin.
3. Training, compensation, and work motivation partially affect the job performance of Provincial Legislative Council members in Banjarmasin.
4. Training is the most crucial factor (dominant influence) in how well Provincial Legislative Council members in Banjarmasin do their jobs.

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