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The Influence of Motivation, Training and Compensation on Employee Performance



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| KEYWORDS | ABSTRACT |
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| <p>Keywords: Employee Motivation; Training Impact; Compensation; Employee Performance; Organizational Success.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2024 AHRMR. All rights reserved.</p> | <p>Purpose: This study examines the impact of motivation, training, and compensation on employee performance at the Secretariat of the DPRD of Jayapura Regency.</p> <p>Research Design and Methodology: The research employs a quantitative approach, utilizing surveys and statistical analysis to evaluate the effects of motivation, training, and compensation on employee performance. Data was collected from employees at the Secretariat of the DPRD of Jayapura Regency and analyzed using simultaneous testing methods to determine the significance of each variable.</p> <p>Findings and Discussion: The results indicate that motivation, training, and compensation significantly influence employee performance individually and collectively. These findings highlight the potential for significant improvement in employee performance. Motivation enhances performance by fostering a positive work environment and employee engagement. Training improves performance by developing employee skills and competencies. Compensation boosts performance by providing financial and non-financial rewards that increase employee satisfaction and motivation. These findings underscore the critical role of these factors in organizational success and provide a hopeful outlook for the future.</p> <p>Implications: This study underscores the importance of a comprehensive approach to enhancing employee performance through motivation, training, and compensation. To create a motivated and productive workforce, organizational leaders and managers should focus on supportive leadership, continuous skill development, and fair compensation policies. These strategies can foster a conducive work environment, driving organizational success. Future research should explore these factors in diverse contexts and over extended periods to validate and expand upon these findings.</p> |

Introduction

In the realm of public administration, the performance of civil servants is critical to the success of government operations and the implementation of public policies. The Indonesian Civil Service (Aparatur et al. (ASN) is pivotal in the national development agenda. The effective functioning of government institutions, both at the central and regional levels, hinges on the competence and dedication of these civil servants. Despite this crucial role, there has been ongoing concern about the performance levels of ASN employees, particularly in the context of regional government bodies such as the DPRD Secretariat in Jayapura District. Issues such as delayed meetings, inadequate

administrative support, and inefficient execution of tasks have been observed, pointing to a significant gap in employee performance (Suryanto, 2021). This gap affects the DPRD Secretariat's operational efficiency and undermines public trust and satisfaction with government services (Nahrudin, 2018). The recent implementation of new performance management regulations under President Joko Widodo's administration aims to address these challenges by introducing systematic performance evaluations and accountability measures (Sembiring, 2021). However, the effectiveness of these measures in improving ASN performance remains to be seen. Thus, there is an urgent need to investigate the factors that influence the performance of ASN employees, particularly in regions with unique socio-political dynamics, such as Papua, to develop targeted strategies for enhancing public service delivery (Susandra et al., 2021). Furthermore, ethical considerations and discipline remain paramount in ensuring civil servants perform their duties effectively and uphold public trust.

Recent studies have explored factors influencing employee performance in the public sector, focusing on motivation, training, and compensation. Hasibuan, (2017) highlights that motivation is crucial for employee productivity and job satisfaction. Motivated employees tend to show higher commitment and performance levels. Training is another critical factor in enhancing employees' skills and competencies and improving their performance. Research has shown that well-organized training programs can significantly boost employees' ability to perform their duties effectively (Alimuddin, 2022). Compensation is also critical as an incentive that influences employee motivation and performance. Adequate and fair compensation ensures that employees feel valued and motivated to contribute effectively to organizational goals (Nurmiyati & Guritno, 2022). However, the literature presents contradictory results. Some studies find that motivation positively impacts performance but not significantly Margareta et al., (2022), while others report significant positive effects (Aminudin, 2023). Despite these insights, several gaps still need to be addressed. More comprehensive research must examine the combined impact of motivation, training, and compensation on employee performance, particularly in regional government bodies like the DPRD Secretariat in Jayapura District. Most studies focus on these factors in isolation, ignoring their interactive effects. Given its unique socio-political dynamics and special autonomy laws, there is limited empirical evidence on how these factors influence performance in Papua, Indonesia. Understanding how these contextual factors impact employee performance Susandra et al. (2021) is essential. Moreover, existing studies often need to pay more attention to practical challenges faced by regional government employees, such as inadequate resources, political interference, and bureaucratic hurdles, which can significantly affect their motivation, training opportunities, and compensation (Suryanto, 2021).

While these studies provide valuable insights into factors affecting employee performance, significant gaps remain. First, comprehensive research examining the combined effects of motivation, training, and compensation on employee performance must be improved, especially within regional government bodies like the DPRD Secretariat in Jayapura District. Most studies isolate these factors without considering their interactive effects. Second, there is limited empirical evidence on how these factors influence performance in Papua, Indonesia, a region with unique socio-political dynamics and special autonomy laws (Susandra et al., 2021). Existing studies often need to pay more attention to practical challenges faced by regional government employees, such as inadequate resources, political interference, and bureaucratic hurdles, which can significantly impact their motivation, training opportunities, and compensation (Suryanto, 2021). This research builds on previous studies, such as Ghulam & Fitri (2022) work, which examined the influence of motivation, training, and compensation on employee performance at PT BBM in Makassar. However, inconsistencies in prior findings highlight the need for further investigation. While both studies examine the same variables, the critical difference is the setting. The earlier study focused on a private company in Makassar, while this research targeted a regional government organization, specifically the DPRD Secretariat in Jayapura District, in 2023. By exploring these factors in a different context, this study aims to re-evaluate and analyze the impact of motivation, training, and compensation on employee performance in the DPRD Secretariat Jayapura, thereby addressing identified gaps and contributing to a more nuanced understanding of these influences in varying organizational settings.

Based on the identified gaps in recent studies, this research aims to address the following questions: 1) Does motivation influence the performance of employees at the DPRD Secretariat

Jayapura District? 2) Does training impact the performance of these employees? 3) Does compensation affect the performance of employees at the DPRD Secretariat Jayapura District? 4) Do motivation, training, and compensation collectively influence employee performance at the DPRD Secretariat Jayapura District? The primary objectives of this study are to analyze and understand the individual and combined effects of motivation, training, and compensation on employee performance within the specific context of the DPRD Secretariat Jayapura. This study is novel in its comprehensive approach, as it simultaneously examines these factors in an integrated manner, which has been largely overlooked in previous research. Additionally, it focuses on a regional government body in Papua, Indonesia, a setting with unique socio-political and administrative dynamics that still need to be thoroughly explored regarding these variables. By addressing these questions, the research aims to provide actionable insights and recommendations for improving the performance of civil servants in this unique context, contributing to the broader field of public administration and offering practical implications for policymakers and administrators in similar settings.

Literature Review

Performance

The term performance originates from the concepts of Job Performance or Actual Performance, which refers to the quality and quantity of work an employee achieves in executing their duties according to their responsibilities Mananeke et al., (2019). Various experts define performance as follows: Mananeke et al., (2019) state that performance is the work results that can be achieved by an individual or a group within an organization, by their authority and responsibilities, aiming to reach the organization's goals legally, ethically, and morally. Mudhofar (2021) describes performance as the work results employees achieve based on job requirements. Samkakai (2022) defines performance as the output from activities or tasks that require specific skills and efforts in each period. From these definitions, it can be concluded that employee performance is the output or work results achieved in terms of quality and quantity to meet organizational objectives. Performance theory highlights that achieving organizational goals necessitates efforts to improve employee performance, which can be challenging due to various influencing factors. According to Noviardy & Aliya (2020) employee performance is a concrete and measurable outcome periodically evaluated. Samkakai (2022) adds that performance encompasses work results, work behavior, and personal traits related to the job. Sedarmayanti (2013) notes that performance is the work result over a specific period, compared against standards, targets, and criteria agreed upon. Mananeke et al. (2019) proposed that performance indicators include work quality, quantity, task execution, and responsibility. Performance assessment, as defined by Samkakai (2022) involves collecting performance data through observation and comparing it against performance standards. Noviardy & Aliya (2020) similarly assert that performance evaluation objectively measures an employee's capabilities and work outcomes using specific benchmarks.

Motivation

Motivation, a process initiated by physiological or psychological needs that drive behavior toward a specific goal Sosialisman et al. (2023), is pivotal in aligning employee behavior with organizational goals. According to Hasibuan (2017), motivation originates from the Latin word "movere," meaning to move or drive. Edwin B. Flipppo, as cited by Hasibuan (2017), defines motivation as the skill of aligning employee and organizational interests, resulting in the achievement of both employee and organizational objectives. Motivation is an intrinsic drive within an individual to perform optimally to achieve organizational goals and fulfill personal needs. Effective human resource development is crucial in a competitive environment, necessitating reorientation towards contemporary demands. Providing motivation includes enhancing employee morale, increasing productivity, maintaining stability, improving discipline, and fostering creativity and participation (Sosialisman et al., 2023). However, there can be a mismatch between employee expectations and organizational goals, requiring an integrated approach to motivational theories to be operationalized within organizations. The benefits of motivation, as noted by Hasibuan (2017), include improved job performance, responsibility, adherence to regulations, honesty, and cooperation. Factors influencing motivation are categorized

into content and process theories. Content theories focus on internal stimuli driving behavior, while process theories emphasize employees' choices regarding their motivation, suggesting that behavior can be controlled through rewards and punishment. Understanding these factors is essential for effectively motivating employees to achieve organizational success.

Training

Human resources require ongoing training to update their skills and competencies, which is necessary to keep up with the rapid and continuous changes in the business environment. The primary goal of training is to develop employees to be skilled, educated, and professionally trained for their respective fields. Training is a learning process that involves mastering skills, concepts, rules, or attitudes to enhance employee performance (Haryati & Sibarani, 2022). Practical training leads to employee productivity and is considered an investment in human assets that benefit the organization. According to Wahyuningsih (2019), training is a series of individual activities that systematically improve skills and knowledge to achieve professional performance in their fields. Fauzy & Ristanti (2022) define training as a systematic process that changes employee behavior to achieve organizational goals, providing ready-to-use workers regarding competence, managerial skills, and behavior. Training is essential for new employees to understand how to perform their job descriptions within the organization. Several factors necessitate training: the quality of the workforce, global competition, rapid and continuous changes, technology transfer, and demographic changes. Companies must ensure their workforce is prepared to compete globally by offering better and cheaper products, which requires ongoing education and training. Organizations that do not recognize the importance of training cannot keep up with these changes. The training principles include considering individual differences, relating training to job analysis, providing motivation, encouraging active participation, carefully selecting trainees and trainers, and using appropriate training methods. Trainers must be well-trained to ensure the effectiveness of the training programs (Haryati & Sibarani, 2022). Understanding these principles helps design and implement effective training programs that enhance employee performance and organizational success.

Compensation

Providing compensation to employees is crucial for a company, as it ensures employees feel rewarded for their work, which enhances their motivation and performance. According to Hasibuan (2017), compensation includes all earnings in the form of money or goods directly or indirectly received by employees as a reward for their contributions to the company. Siagian (2018) defines compensation as the appreciation or reward for workers who contribute to achieving organizational goals through their work. Dwianto et al. (2019) explain that compensation is a reward given by the company to its employees, including recognizing employee achievements, ensuring salary equity, retaining employees, reducing turnover, attracting quality employees, controlling costs, and complying with regulations. Compensation functions are to use human resources more efficiently and effectively, support company stability and economic growth, and attract the workforce for their efforts and contributions towards the company's progress. The purpose of providing and retaining qualified employees. Compensation can be categorized into three types: direct financial compensation, indirect financial compensation, and non-financial compensation. Direct financial compensation includes base salary, performance pay, incentives like bonuses and stock options, and deferred pay such as savings programs. Indirect financial compensation encompasses protection programs like health insurance, life insurance, retirement benefits, paid leave, and various facilities. Non-financial compensation involves challenging tasks, responsibility, recognition, and a supportive work environment. Adequate compensation motivates employees to perform better, ensures the company attracts high-quality talent, simplifies administrative and legal processes, and enhances the company's competitive advantage. Proper compensation strategies are essential for retaining high-quality human resources and ensuring organizational success.

Research Design and Methodology

Based on the research objectives, this study is explanatory research that seeks to explain the relationships between variables and their effects by testing hypotheses (Sugiyono, 2013). This quantitative study employs a survey model using questionnaires to collect individual respondents' opinions. The research investigates the impact of motivation, training, and compensation on the performance of employees at the Secretariat of the Regional House of Representatives (DPRD) in Jayapura District. The population comprises 56 employees at the Secretariat, and the sample is the entire population, using a saturated sampling technique (Sugiyono, 2013). The study's variables include independent variables: motivation (X1), training (X2), and compensation (X3), and the dependent variable: employee performance (Y). Operational definitions of variables cover aspects such as job quality, timeliness, initiative, and capability for performance; physical needs, safety, social needs, esteem, and self-actualization for motivation; and the appropriateness of materials, methods, instructors, delivery, participation, mastery, motivation, facilities, and socialization for training. Salary, wages, incentives, insurance, allowances, and pensions measure compensation. Data collection involves primary data from questionnaires and secondary data from journals, books, and the Internet (Sekaran, 2006). The analysis includes validity and reliability tests using SPSS, classical assumption tests (normality, multicollinearity, and heteroskedasticity), multiple regression analysis, and hypothesis testing with t-tests, F-tests, and the coefficient of determination (R^2) (Ghozali, 2013).

Findings and Discussion

Findings

Validity testing is conducted by calculating the Pearson correlation for each questionnaire item with the total score. Each item's correlation coefficient is compared with the critical r-value from the Pearson Product Moment table based on degrees of freedom and significance level. If the correlation coefficient exceeds the critical value, the item is deemed valid; otherwise, it is not. For this study, with $N = 52$, the critical r-value is 0.2262. Validity results are analyzed using SPSS version 26.0.

Reliability testing is performed only on valid items to assess the consistency of the measurements. Reliability indicates the dependability of the instrument. The Cronbach's alpha method is used, with alpha values interpreted as follows: 0.0-0.20 (not reliable), 0.21-0.40 (somewhat reliable), 0.41-0.60 (moderately reliable), 0.61-0.80 (reliable), and 0.81-1.00 (very reliable) (Sugiyono, 2013). An instrument is considered reliable if $\text{Alpha} > 0.60$ (Surjaweni, 2015). Based on Table 1, all items for the variables of motivation (X1), training (X2), compensation (X3), and employee performance (Y) show that each item's Pearson product-moment correlation (r) is more significant than the critical r-value of 0.2262 at a significance level of 0.05. This indicates that all items are valid. Furthermore, Table 5.13 shows that the reliability test results for each variable have Cronbach's Alpha values greater than 0.80, indicating high reliability. Thus, the questionnaire items are reliable and valid, making them suitable for further data analysis. The reliability analysis was conducted using SPSS version 26.0.

The normality test serves to test whether, in the form of a regression model, confounding variables have a normal distribution. A good regression model is a normal or near-normal data distribution. Based on Figure 1 of the normality test results above, the data is normally distributed, and the regression model is suitable for use in this study. The Normal P-P Plot graph shows that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line, fulfilling the assumption of normality.

The multicollinearity test is used to determine whether there is a correlation between the independent variables in the regression model. A good regression model does not contain multicollinearity. Detecting multicollinearity can see the tolerance value and variant inflation factor (VIF) as benchmarks. If the tolerance value is ≥ 0.10 and the VIF value is ≤ 10 , it can be concluded that there is multicollinearity in the study. Table 2 obtained the tolerance value of motivation (X1) of 0.285, training (X2) of 0.715, and compensation (X3) of 0.245, where the tolerance level of each variable is more significant than 0.10. The VIF value of motivation (X1) of 3.510, training (X2) of 1.399, and compensation (X3) of 4.086, it can be concluded that each independent variable has a value ≤ 10 , Where. The Tolerance value is more significant than 0.50; this indicates that each independent

variable used in this study does not show any symptoms of multicollinearity, and this also explains that all variables can be used as mutually independent variables; it can be concluded that there is no multicollinearity in the independent variables in this study.

Table 1. Validity and Reability Test Results

| Variable | Item | r-Value | r-Table | Sig | Validity | Cronbach's Alpha | Reliability |
|--------------------------------|-------|---------|---------|-------|----------|------------------|-------------|
| Employee Performance (Y) | Y1 | 0.770 | 0.226 | 0.000 | Valid | 0.821 | Reliable |
| | Y2 | 0.733 | 0.226 | 0.000 | Valid | | |
| | Y3 | 0.840 | 0.226 | 0.000 | Valid | | |
| | Y4 | 0.740 | 0.226 | 0.000 | Valid | | |
| | Y5 | 0.723 | 0.226 | 0.000 | Valid | | |
| | Y6 | 0.593 | 0.226 | 0.000 | Valid | | |
| | Y7 | 0.716 | 0.226 | 0.000 | Valid | | |
| | Y8 | 0.748 | 0.226 | 0.000 | Valid | | |
| Motivation (X ₁) | X1.1 | 0.861 | 0.226 | 0.000 | Valid | 0.816 | Reliable |
| | X1.2 | 0.867 | 0.226 | 0.000 | Valid | | |
| | X1.3 | 0.845 | 0.226 | 0.000 | Valid | | |
| | X1.4 | 0.805 | 0.226 | 0.000 | Valid | | |
| | X1.5 | 0.661 | 0.226 | 0.000 | Valid | | |
| Training (X ₂) | X2.1 | 0.522 | 0.226 | 0.000 | Valid | 0.855 | Reliable |
| | X2.2 | 0.417 | 0.226 | 0.002 | Valid | | |
| | X2.3 | 0.567 | 0.226 | 0.000 | Valid | | |
| | X2.4 | 0.657 | 0.226 | 0.000 | Valid | | |
| | X2.5 | 0.572 | 0.226 | 0.000 | Valid | | |
| | X2.6 | 0.708 | 0.226 | 0.000 | Valid | | |
| | X2.7 | 0.268 | 0.226 | 0.005 | Valid | | |
| | X2.8 | 0.459 | 0.226 | 0.001 | Valid | | |
| | X2.9 | 0.481 | 0.226 | 0.000 | Valid | | |
| | X2.10 | 0.522 | 0.226 | 0.000 | Valid | | |
| Compensation (X ₃) | X3.1 | 0.761 | 0.226 | 0.000 | Valid | 0.937 | Reliable |
| | X3.2 | 0.574 | 0.226 | 0.000 | Valid | | |
| | X3.3 | 0.693 | 0.226 | 0.000 | Valid | | |
| | X3.4 | 0.803 | 0.226 | 0.000 | Valid | | |
| | X3.5 | 0.825 | 0.226 | 0.000 | Valid | | |
| | X3.6 | 0.811 | 0.226 | 0.000 | Valid | | |

Source: Data Processing 2023, SPSS 26.0 for windows



Figure 1. Normality Histogram

Source: Data Processing 2024, SPSS 26.0 for windows

Table 2. Multicollinearity Test

| Model | Unstandardized Coefficients | | Collinearity Statistics | |
|--------------------------------|-----------------------------|------------|-------------------------|-------|
| | B | Std. Error | Tolerance | VIF |
| 1 (Constant) | 0,846 | 0,415 | | |
| Motivation (X ₁) | 0,314 | 0,122 | 0,285 | 3,510 |
| Training (X ₂) | 0,368 | 0,117 | 0,715 | 1,399 |
| Compensation (X ₃) | 0,517 | 0,145 | 0,245 | 4,086 |

a. Dependent Variable: Employee Performance

Source: Data Processing 2023, SPSS 26.0 for windows

The heteroscedasticity test aims to determine if disturbance errors have constant variance. In this study, heteroscedasticity was tested by diagnosing a residual plot and comparing regression studentized residuals with predicted values of independent variables. If the residual distribution does not increase with predicted values, it indicates homoscedasticity. A good model shows no heteroscedasticity. By examining the scatter plot, where the X-axis represents predicted Y and the Y-axis represents standardized residuals, we see no clear pattern, and the points are scattered above and below zero on the Y-axis, indicating no heteroscedasticity. The scatter plot results are shown in Figure 1.

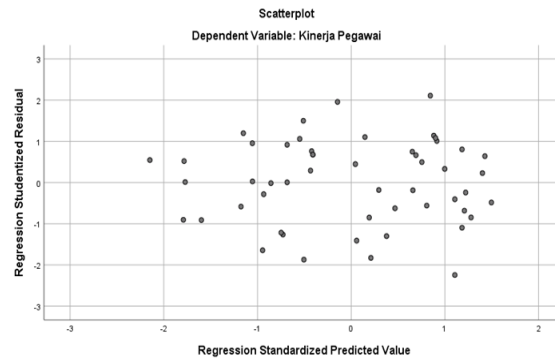


Figure 2. Heteroscedasticity Test

Source: Data Processing 2023, SPSS 26.0 for windows

In Figure 2, the scatterplot graph above shows that the data points are spread above and below the number 0 on the Y-axis. This indicates that the regression model is not heteroscedastic. In this study, multiple linear regression analysis was used. Multiple regression analysis measures the strength of the relationship between one or more variables and shows the direction of the relationship between the dependent and independent variables.

Table 3. Multiple Linear Regression and t Test Result

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Description |
|--------------|-----------------------------|------------|---------------------------|-------|-------|-------------|
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 0,846 | 0,415 | | 2.040 | 0,047 | |
| Motivation | 0,314 | 0,122 | 0.312 | 2.578 | 0,013 | Significant |
| Training | 0,368 | 0,117 | 0,241 | 3.150 | 0,003 | Significant |
| Compensation | 0,517 | 0,145 | 0,467 | 3.572 | 0,001 | Significant |

Source: Data Processing 2023, SPSS 26.0 for windows

From Table 3 the above can be obtained regression equation model

$$Y = a + b1X1 + b2X2 + b3X3 + e..... (1)$$

$$Y = 0.846 + 0.314X1 + 0.368X2 + 0.517X3 + e..... (1)$$

The constant value of 0.846 indicates a positive direction, meaning that the employee performance value at the Secretariat of DPRD Jayapura District is 0.846 units or 84.6% without being influenced by the variables of motivation (X1), training (X2), and compensation (X3). The regression coefficient for the motivation variable (X1) is 0.314, which also has a positive direction. This implies that if motivation increases by one unit, it will increase employee performance at the Secretariat of DPRD Jayapura District by 0.314 units or 31.4%, assuming other variables remain constant. The regression coefficient for the training variable (X2) is 0.368, indicating that if training improves by one unit, it will result in a 0.368 unit or 36.8% increase in employee performance, assuming other variables remain constant. Similarly, the regression coefficient for the compensation variable (X3) is 0.517, which suggests a positive direction. This means that if compensation increases by one unit, it will

improve employee performance at the Secretariat of DPRD Jayapura District by 0.517 units or 51.7%, assuming other variables remain constant.

The t-test (partial) is used to test the hypothesis of the effect of the independent variable partially on the dependent variable. The significance level used is 5% or $\alpha = 0.05$, based on the results of the analysis in Table 3, which illustrates that the variables of motivation (X1), training (X2), and compensation (X3) partially have a significant effect on improving the performance of employees of the Jayapura Regency DPRD Secretariat. Based on the t-test hypothesis testing by comparing the t value with the t table, if $t_{count} > t_{table}$ and the sig level (p-value) with the required alpha level of 0.05, if sig (p-value) < alpha 0.05, then H0 is rejected, and Ha is accepted if sig (p-value) > alpha 0.05 then H0 is accepted, and Ha is rejected.

Based on the analysis in Table 3, the significant value for the motivation variable (X1) is 0.013, less than 0.05, and the t-value is 2.578, more significant than the t-table value of 1.677. This positive direction indicates that H0 is rejected, and Ha is accepted. Therefore, motivation (X1) significantly influences the performance of employees at the Secretariat of DPRD Jayapura District, confirming the first hypothesis. For the training variable (X2), the significance value is 0.003, less than 0.05, and the t-value is 3.150, more significant than the t-table value of 1.677. This result shows that H0 is rejected, and Ha is accepted. Hence, training (X2) significantly impacts employee performance at the Secretariat of DPRD Jayapura District, supporting the second hypothesis. Regarding the compensation variable (X3), the significance value is 0.001, less than 0.05, and the t-value is 3.572, more significant than the t-table value of 1.677. This indicates that H0 is rejected, and Ha is accepted. Thus, compensation significantly affects employee performance at the Secretariat of DPRD Jayapura District, validating the third hypothesis. Among the variables, compensation (X3) is the most dominant factor influencing employee performance at the Secretariat of DPRD Jayapura District.

To test the hypothesis of the simultaneous influence of independent variables on the dependent variable, a significance level of 5% ($\alpha = 0.05$) is used, indicating a 5% chance of error when applying the results to the population. The hypothesis involves motivation (X1), training (X2), and compensation (X3) on employee performance (Y) at the Secretariat of DPRD Jayapura. If the p-value < 0.05, H0 is rejected, and Ha is accepted; if p-value > 0.05, H0 is accepted, and Ha is rejected. The coefficient of determination (Adjusted R²) measures how well the model explains the variance in the dependent variable, with values close to one indicating a good fit.

Table 4. Coefficient of Simultaneous Significance Test (F Test) and Determination Analysis (R2) Test Result

| Model | Sum of Squares | df | Mean Square | F | Sig. | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|--------------|----------------|----|-------------|--------|-------------------|-------|----------|-------------------|----------------------------|---------------|
| 1 Regression | 27.955 | 3 | 9.318 | 63.666 | .000 ^b | .894a | .799 | .787 | .38258 | 2.129 |
| Residual | 7.026 | 48 | .146 | | | | | | | |
| Total | 34.981 | 51 | | | | | | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Training, Motivation

Source: Data Processing 2023, SPSS 26.0 for windows

The analysis using SPSS version 26.0 revealed that the F-value is 63.666, more significant than the critical value of 2.78, and the significance (p-value) is 0.000. Since $0.000 < 0.05$, H0 is rejected, and Ha is accepted, indicating that motivation (X1), training (X2), and compensation (X3) significantly influence employee performance (Y) at the Secretariat of DPRD Jayapura simultaneously. The Adjusted R² value is 0.787, showing that the independent variables explain 78.7% of the variance in employee performance. In comparison, the remaining 21.3% is influenced by other variables not included in this model, such as work discipline, organizational commitment, work environment, education, leadership style, and communication. The results also indicate that compensation is the most dominant variable affecting employee performance, with a Standardized Coefficient Beta of 0.467 and a t-value of 3.572, higher than the other variables, and a significance level of 0.001.

Discussion

Motivation on Employee Performance

The research findings indicate that motivation significantly impacts employee performance. This indicates that, generally, the motivation among employees is already good. Enhancing employee performance can be achieved by creating a harmonious work environment, providing adequate facilities, recognizing employee achievements, maintaining open communication, and offering leadership support that contributes to employee motivation to excel in their duties, thereby supporting the performance of the DPRD. Motivation can significantly influence employee performance. Allowing employees to participate in decision-making related to their tasks is essential to enhance motivation, which can improve their competence and experience, ultimately contributing to organizational goals. Recognizing and rewarding employee achievements, both formally and through direct appreciation from leadership, can provide constructive feedback that motivates employees to improve their performance. Maintaining a balance between work and personal life is also crucial for providing comfort to employees in performing their duties. Consistently addressing these factors can help improve employee motivation, positively affecting their performance. This research supports previous studies by (Aminudin, 2023; Syarif et al., 2023; Raihan et al., 2022; Attakwa et al., 2022) which indicate that motivation significantly influences employee performance. However, it contradicts the findings of other studies by (Margaretta et al., 2022; Ghulam & Fitri, 2022; Syarifuddin et al., 2021) suggest that motivation does not significantly impact performance. Observations and interviews with employees revealed that, despite good motivation, there is still a need to improve employee performance through higher education qualifications and continuous training activities to develop employee competencies. The DPRD Secretariat of Jayapura Regency can enhance employee motivation by focusing on personal and professional development, recognizing individual needs such as the desire for competence improvement and acknowledgment, and fostering a positive work culture through organizational communication. Personal and professional development plays a significant role in boosting motivation and performance, providing opportunities for training, skill development, higher education qualifications, and a supportive environment for career growth. Balancing work and personal life and recognizing employee achievements will help maintain work motivation and improve long-term employee performance.

Training on Employee Performance

The research findings indicate that training significantly impacts employee performance, supporting the hypothesis. This result demonstrates that training initiatives have positively influenced employee performance, although further optimization is needed to enhance their impact. This study aligns with previous research by (Alimuddin, 2022; Nurmiyati & Guritno, 2022; Raihan et al., 2022; Syarif et al., 2023; Sembiring, 2021), which found that training positively and significantly affects performance. Training is a systematic and organized process that enhances employees' skills and knowledge for specific tasks (Hasibuan, 2017). Contrarily, this research opposes the studies of Syarifuddin et al., 2021; Meyrisca et al., 2022; Marjaya & Pasaribu, 2019) reported no significant impact of training on performance. Practical training should support optimal performance by fostering continuous learning, allowing employees to understand the entire work system. Organizations must conduct professional, spirited, highly dedicated training programs to achieve their goals and maximize productivity. To improve employee performance at the Secretariat of the DPRD of Jayapura Regency, leadership should ensure the continuity of training programs. Key areas include administrative and governance training to enhance document management and procedural knowledge, interpersonal communication skills, legal and regulatory understanding, information technology competencies, and political and public management knowledge. Training programs should be tailored to employees' needs and organizational performance goals, ensuring relevance and effectiveness. Training can significantly boost employee performance by focusing on these areas, supporting the DPRD's operational goals. Effective training programs will evaluate needs, design relevant curricula, and ensure successful implementation, enabling employees better to support the DPRD's functions in Jayapura Regency.

Compensation on Employee Performance

The research findings reveal that compensation significantly impacts employee performance, supporting the hypothesis. This indicates that appropriate compensation has positively affected employee performance, making it a crucial factor for leaders and management to consider supporting the execution of DPRD members' duties effectively. Compensation is not limited to wages and salaries but includes financial and non-financial rewards the local government provides (Tahir, 2021). Direct financial compensation includes salaries, wages, allowances, commissions, incentives, and bonuses, while indirect compensation involves additional benefits like health insurance, life insurance, housing assistance, and recognition awards. This study aligns with prior research (Dahlia & Fadli, 2022; Attakwa et al., 2022; Sembiring, 2021; Syarif et al., 2023; Syarifuddin et al., 2021) found that compensation significantly influences performance. However, it contradicts the findings by (Marlius & Pebrina, 2022; Su'adah & Pituringsih, 2022; Nurmiyati & Guritno, 2022; Meyrisca et al., 2022; Liana, 2020), which reported no significant impact. Appropriate compensation enhances employee performance and supports the DPRD's operational goals. Practical implications suggest maintaining a fair and transparent performance evaluation system, reviewing and adjusting salaries and benefits according to performance and responsibilities, providing performance-based incentives, focusing on employee welfare, offering career development opportunities, and ensuring work-life balance. The DPRD Secretariat can create a supportive and motivating work environment by implementing these strategies. However, it is essential to manage the compensation system reasonably, transparently, and sustainably to support long-term employee growth and motivation, ensuring the successful implementation of the DPRD's work programs in Jayapura Regency.

Motivation, Training, and Compensation on Employee Performance

The research findings indicate that motivation, training, and compensation significantly impact employee performance, supporting the hypothesis. This underscores the importance of enhancing employee motivation and competency through training and providing fair and appropriate compensation to improve performance and support the execution of duties by DPRD members. This study aligns with prior research by (Syarif et al., 2023; Ghulam & Fitri, 2022; Pasiakan et al., 2021; Syarifuddin et al., 2021) demonstrate that motivation, training, and compensation significantly affect employee performance. The findings suggest that improved employee motivation correlates with enhanced performance. Motivation is a process driven by physiological or psychological needs that initiate behavior toward incentive goals (Sosialisman et al., 2023). Effective organizational behavior relies on motivated employees who expect and receive proper development (Hasibuan, 2017). Improving employee performance through motivation, training, and compensation requires a comprehensive and integrated approach. The Secretariat can enhance motivation by ensuring supportive leadership, regular recognition of achievements, and involving employees in decision-making. Competency training involves providing relevant skill development programs and clear career advancement opportunities, motivating employees to continue learning and improving. Fair compensation involves regularly reviewing the compensation system, adjusting salaries and benefits based on performance and cost of living, and implementing performance-related incentives and bonuses. This approach ensures that employees feel valued and are encouraged to perform at their best. In practical terms, maintaining a fair and transparent performance evaluation system is crucial. Regularly reviewing and adjusting compensation, providing performance-based incentives, and focusing on employee welfare, such as health insurance and flexible leave, are essential strategies. Offering career development opportunities through advanced education and professional training further supports employee growth and motivation. By integrating these elements, the Secretariat of the DPRD of Jayapura Regency can create a motivating and supportive work environment, driving employees to excel in their roles and effectively supporting the DPRD's operations. This comprehensive strategy fosters a positive work culture, ensuring long-term employee engagement and organizational success.

Conclusion

This study examined the impact of motivation, training, and compensation on employee performance at the Secretariat of the DPRD of Jayapura Regency. The findings reveal that motivation, training, and compensation significantly influence employee performance individually and collectively. The analysis demonstrates the critical role these elements play in enhancing the efficiency and effectiveness of employees, thereby supporting the operational success of DPRD members in fulfilling their roles and responsibilities.

The significance of this research lies in its contribution to theoretical knowledge and practical application. By highlighting the positive effects of motivation, training, and compensation, this study offers valuable insights for organizational leaders and managers aiming to improve employee performance. The originality of this study is evident in its comprehensive approach to examining these factors simultaneously, providing a holistic view of their impact. The findings suggest that a strategic focus on enhancing motivation through supportive leadership, continuous skill development through relevant training programs, and fair compensation policies can create a productive and motivated workforce, fostering a conducive work environment that drives organizational success.

However, this study has certain limitations that provide avenues for future research. One limitation is the focus on a single organization, which may limit the generalizability of the findings. Future research could explore similar dynamics in different organizational settings or sectors to validate and expand upon these results. Additionally, longitudinal studies could provide deeper insights into the long-term effects of motivation, training, and compensation on employee performance. Researchers are encouraged to consider these factors in diverse contexts and over extended periods to develop a more comprehensive understanding of their implications for employee performance and organizational effectiveness.

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