

## **The Effect of Training and Compensation on Employee Performance at PT. Kereta Api (Persero) Daop I Jakarta**

**Posman WH Hasibuan\* & Swasta Bangun**

Universitas Tama Jagakarsa Jakarta  
\*e-mail: [posmanhasibuan@yahoo.co.id](mailto:posmanhasibuan@yahoo.co.id)

### **Abstract**

This research was conducted to determine how far the influence of training and compensation on employee performance at PT. Kereta Api Indonesia (Persero) Daop I Jakarta. The research carried out was by distributing questionnaires randomly to company employees, and the research method used was by using the quantitative method, namely quantifying the answers to the questionnaire results. In conducting this study the authors used correlation coefficient analysis, multiple linear regression using the t test and F test. From the results of multiple linear regression analysis, the authors obtain multiple regression equations such as:  $Y = -1.017 + 0.327 X_1 + 0.057 X_2$ , which means that every increase or decrease in the training variable ( $X_1$ ) is 1 point, the employee performance variable ( $Y$ ) will experience an increase or decrease of 0.327. In the compensation variable ( $X_2$ ) every 1 point increase or decrease, the employee's performance ( $Y$ ) will increase or decrease by 0.057. From the analysis of the correlation coefficient, it is shown by the partial correlation coefficient of training on employee performance ( $r_{x_1y}$ ) of 0.895 close to 1, so the relationship is very strong and has a positive relationship with the performance of employees of PT. Kereta Api Indonesia Daop I Jakarta and the value of the partial correlation coefficient of compensation on employee performance ( $r_{x_2y}$ ) is 0.576. From the results of the F model 1 test, it is obtained a value of 149.365 where the value is greater than F table 3.14, thus  $H_0$  is rejected and  $H_a$  is accepted which means that jointly training and compensation can affect the performance of company employees. In the t test it is known that the t count for Training ( $X_1$ ) is 13.333 while the t column for Compensation ( $X_2$ ) is 2.513 using the t normal distribution table and using the error rate ( $\alpha$ ) = 5% and the degree of freedom. ) or (df)  $n - 3 = 69 - 3 = 66$ , then the t table distribution value is 1.996. Because the training t count is greater than t table or  $13.333 > 1.996$ , then  $H_0$  is rejected and  $H_a$  is accepted, and because the t Compensation value is greater than t table or  $2.513 > 1.996$ , then  $H_0$  is rejected and  $H_a$  is accepted. Therefore, training and compensation can partially affect the performance of employees at PT. Kereta Api Indonesia (Persero) Operation Area I Jakarta.

*Keywords: Employee Training, Compensation and Performance.*

### **1. Introduction**

In an organization, humans always play an active and dominant role in every organizational activity, because humans become planners, actors and determinants of the realization of organizational goals. Managing employees is a difficult and complex thing, because they have heterogeneous thoughts, feelings, status, desires and backgrounds that are brought into the organization. Because employees cannot be controlled and fully controlled, such as managing

machines, capital or buildings. Human resources in the company need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the company organization. This balance is the main key for a company to develop productively and fairly.

With professional human resource management regulations, employees are expected to work productively. The success of an organization is greatly influenced by the individual performance of its employees. Every organization and company will always strive to improve employee performance, with the hope that what the company's goals will be achieved. One of the aspects that can support employee success in achieving work success is job ability. With adequate work abilities, employees are expected to be able to solve all work problems so that work tasks can be completed better. Performance is an action, not an event. The performance action itself is composed of many components and is not an instantaneous result. Basically, performance is something that is individual, because every employee has a different level of ability to do their job. To achieve high performance takes a long time to build, requires trust, and demands careful attention from management. Companies must pay attention to employee welfare, one of which is by providing compensation according to the work results of an employee to meet their needs. Because employees themselves are the main asset of an organization, they must be maintained properly.

Training at a company is closely related to the performance results of these human resources. Therefore, an assessment is needed to measure performance and human resource training is carried out after the results of the assessment are made. Employee training is carried out with the aim that employees have the knowledge, abilities and skills according to the demands of the work they are doing. Proper training and development of human resources can have a good effect on employees. Employees can develop themselves and are able to understand the ins and outs of carrying out work more deeply, can understand the company's development, understand the goals to be achieved by the company, understand the need for cooperation in carrying out work, can easily understand the information submitted by the company, can understand any difficulties that faced by the company, able to make relationships with the environment, able to understand the policies and regulations that apply in the company, able to understand the systems and procedures used in the implementation of company duties, able to understand and implement behavior that supports and is demanded by the company.

Compensation is anything that is received, whether physical or non-physical and must be calculated and given to someone who is generally an object exempted from income tax. Compensation is a complex and difficult thing, because it involves the basis of feasibility, logic, rationale, and can be accounted for and involves emotional factors from the aspect of labor. Compensation is given with the aim of providing stimulation and motivation to the workforce to increase work performance, as well as production efficiency and effectiveness. Therefore, if the compensation is given correctly, employees will be more satisfied and motivated to achieve organizational goals. But if employees perceive their compensation as inadequate, their job performance, motivation and job satisfaction can drop drastically because compensation is important for employees as individuals because the amount of compensation reflects the size of their work value among the employees themselves. Thus, the Personnel Department usually designs and administers employee compensation.

Companies need workers who have high work motivation, are willing to work, and are full of responsibility and good performance. They see work as not merely a source of income, but an opportunity to develop themselves, develop something meaningful for the company and function as a laboratory for those who are able to work hard and be productive. Improving the quality of human resources in an organization is the spirit of performance, which encourages individuals to work

beyond their previously displayed abilities. In an organization, humans always play an active and dominant role in every organizational activity, because humans become planners, actors and determinants of the realization of organizational goals. Managing employees is a difficult and complex thing, because they have heterogeneous thoughts, feelings, status, desires and backgrounds that are brought into the organization. Because employees cannot be controlled and fully controlled, such as managing machines, capital or buildings.

An employee must do work in accordance with his obligations as an employee. After employees carry out their obligations, namely completing their duties and obligations as employees, the employees will receive a salary according to the work that has been done. The success of an organization is greatly influenced by the individual performance of its employees. Every organization and company will always strive to improve employee performance, with the hope that what the company's goals will be achieved. One of the aspects that can support employee success in achieving work success is job ability. With adequate work abilities, employees are expected to be able to solve all work problems so that work tasks can be completed better. Good ability and knowledge of skills are important components in achieving performance.

Thus to achieve satisfactory performance requires professional abilities and skills and to achieve it must go through several stages or conditions. The existence of human resources in a company plays a very important role. Workforce has great potential to carry out company activities. The potential of each human resource in the company must be utilized as well as possible so as to be able to provide optimal output. One way to improve the performance of employees in the company is to hold a training program in which the program is made according to the needs of the company.

## **2. Literature Review**

### **Training**

Training is a process designed to increase technical knowledge and skills or improve employee performance. The term training is inseparable from training because both of them have a close relationship. Training is an activity or work to train to gain skills or abilities. Meanwhile, the purpose of training activities is to increase a person's knowledge and skills so that those who are trained gain knowledge and skills in dealing with the problems faced according to the expectations and goals desired to participate in training activities. Training is a part of education which is a means of fostering and career development as well as an effort to improve the quality of human resources according to job requirements. In this study the authors focus on the meaning of training. Meanwhile, according to Law Number 13 of 2003 concerning Manpower, job training is an entire activity to provide, obtain, improve and develop work competence, productivity, discipline, improve and develop work competence, productivity, discipline, attitudes and work ethic at the level of certain skills and expertise in accordance with the level and qualification of the position or job. According to Ivancevich in Marwansyah (2010: 154), training is a systematic process to change employee behavior, which is directed to achieve organizational goals. Training related to current job skills and abilities. The orientation is nowadays helping employees supervise specific skills and abilities in order to be successful on the job.

A training is ideally designed to achieve the goals, both the goals of the organization conducting the training and the goals of the participants who participate in the training individually. Because the purpose of research is not only to increase knowledge and skills, but also to develop talents. The training aims to improve the mastery of theory and decision skills to solve problems related to activities to achieve goals. According to T. Hani Handoko (2011: 103) there are two main objectives of employee training including:

1. Training is conducted to close the gap between an employee's skills or abilities and the job request.
2. These programs are aimed at increasing the efficiency and effectiveness of employees' work in achieving the work targets that have been set. In this training, there are several main targets to be achieved.

According to Widodo (2015: 84), suggests that the purpose of training conducted by companies is to increase productivity, improve quality, support HR planning, increase member morale, provide indirect compensation, improve occupational health and safety, prevent expiration of personnel skills and knowledge. , increasing the development of the abilities and expertise of personnel.

The benefits of training for the company are certainly very influential on the company itself and also employees in particular. For companies that have a long-term orientation, they really need training for their employees which is carried out continuously and programmed according to the needs of each division or work team within the division and management. The company hopes that the training carried out can improve efficiency and business development, while for employees it will create resources that increase skills, expertise, innovation and high performance at work. Basically, working people also want to get money to make ends meet. For this reason, an employee begins to appreciate hard work and increasingly shows loyalty to the company and that's why the company rewards employee work performance by providing compensation. One way for management to increase work performance, motivate and improve employee performance is through compensation.

### **Compensation**

Compensation is a term related to financial rewards received by a person through an employment relationship with an organization. In general, the form of compensation provided is in the form of financial compensation due to monetary expenditure by the organization. Compensation can be given directly to employees or indirectly where the employee receives compensation in the form of non-financial compensation and is a reward that the employee receives in return for his performance in an organization or company. Compensation can be physical or non-physical. Compensation must be calculated and submitted to employees based on sacrifices that are adjusted to the employees' performance for the company.

According to (Hasibuan, 2010: 118), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. According to Ardana (2012: 153), compensation is anything that an employee receives in return for his contribution to a company or organization. According to Sastrohadiwiryono in his book Yuniarsih (2011: 125) Compensation is a service fee or remuneration provided by the company to its workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the stated goals.

Based on the definition, these experts conclude that compensation is an element of expenses for companies that are incurred as remuneration to employees for sacrificing resources (time, energy, and thoughts) and competencies (knowledge, expertise, and abilities) that they have devoted over a period of time. certain as a contribution to the achievement of organizational goals and employees receive as income which is part of the employment relationship packaged in a service reward system. In general, the purpose of compensation is to help the company achieve its strategic goals and ensure the creation of internal and external justice. External justice ensures that jobs will be compensated fairly by comparing equal jobs in the labor market. Sometimes these goals can conflict with one another, and trade-offs must occur. Compensation programs must be able to answer the question of what drives someone to work and why some people work hard, while other people work moderately.

## **Employee Performance**

An understanding of performance shows the extent to which an organization, whether government, private, profit or non-profit organization, interprets performance as an achievement that is relevant to organizational goals. Thus, there are two general assumptions about understanding the meaning of performance. The first assumption, the notion of performance that focuses on individual performance, is a form of individual achievement based on work targets or the level of achievement of the workload that the organization has targeted to him. The second assumption, the understanding of the performance that is assessed and the achievement of the totality of the goals of an organization from the general and detailed goal setting of the organization. For example, the achievement of the vision and mission and objectives of the organization from the translation of the organization's vision and mission. But there is another assumption that is not very commonly used as a starting point in understanding performance, namely the assessment of process performance.

Wilson Bangun (2012: 230), explains that increased performance is desirable for both employers and workers. Employers want their employees' performance to be good for the benefit of work results and company profits. On the other hand, workers have an interest in self-development and job promotion. In general, it can be said that good employee performance aims to increase productivity. Therefore, repair work systems are carried out by each component in the company. For this purpose a good performance system will be required. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job.

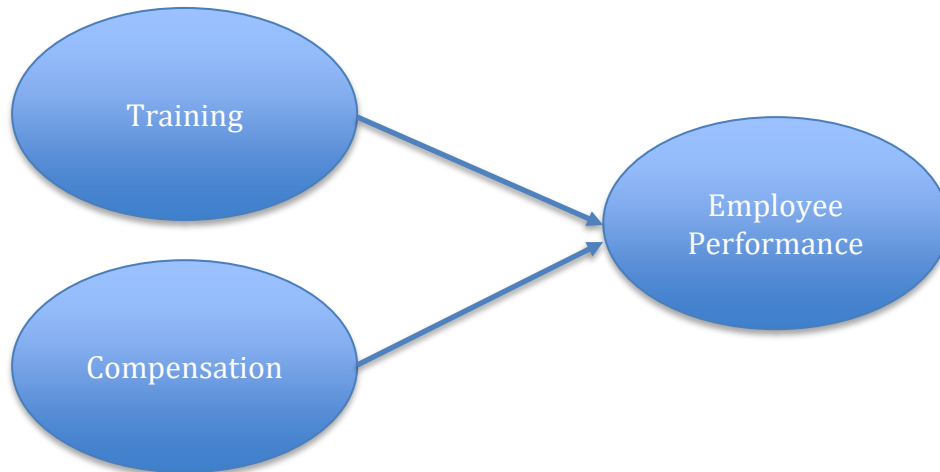
**"Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Prabu Mangunegara (2010: 67).**

The concept of performance is an acronym for work energy kinetics, whose equivalent in English is performance. The term performance is often Indonesianized as performance. Employee performance is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Prabu Mangunegara, 2010: 67). Performance appraisal is a key factor in developing employee potentials effectively and efficiently because of the existence of better policies or programs for human resources within an organization. Individual performance appraisals are very beneficial for overall organizational growth.

Performance measurement has the meaning of an assessment process of a work progress towards goals and objectives in managing human resources to produce goods and services including information on the efficiency and effectiveness of actions in achieving organizational goals (Moeharianto, 2012: 95). Assessment can be done in comparing the work achieved by employees with work standards. If the work results obtained are up to or exceed the work standard, it can be said that the performance of an employee is in the good category. On the other hand, an employee whose work is underperforming or underperforming.

## **Research Framework**

The framework that will be developed in this study refers to a review of the various literature that has been carried out. Based on the results of the literature review, the theoretical framework that will be developed in this study is as shown in the following figure:



**Figure 1. Framework**

**3. Result and Discussion**

Regression analysis is used to test the hypothesis about the effect of partially and simultaneously independent variables on the dependent variable. The results of the SPSS are used as an analysis tool, the results of multiple regression are as follows:

**Table 1. Coefficient**

Model	Unstandardized Coefficients		Standardized	t
	B	Std. Error	Coefficients	
1	(Constant)	-1,017	1,078	-.943
	Training (X1)	,327	,025	,816
	Compensation (X2)	,057	,023	,154

Based on the results of the SPSS 22 output in table 1 above, the multiple linear regression equation can be formulated as follows:

$$Y = -1,017 + 0.327X1 + 0.057X2$$

Information:

Y = employee performance

X1 = training

X2 = compensation

The results of the analysis can be interpreted as follows: 1). A constant value of -1.017 means that it is interpreted that if the training variable (X1) and the compensation variable (X2) are constant (unchanged), then the employee's performance is -1.017. 2). The regression coefficient X1 is 0.327, it can be interpreted that the training variable (X1) affects employee performance by 0.327, meaning that every increase in employee performance is 0.327 assuming a fixed variable. 3). The regression coefficient of X2 is 0.057, so it can be interpreted that the compensation variable (X2) affects employee

performance by 0.057, meaning that every increase in employee performance is 0.057 with the assumption of a fixed variable.

**Table 2. ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	215,112	2	107,556	149,365	,000 <sup>b</sup>
	Residual	47,526	66	,720		
	Total	262,638	68			

The F test is a simultaneous test to determine whether the training and compensation variables together have a significant effect on employee performance at PT Kereta Api Indonesia (Persero) Daop I Jakarta. The F test is carried out by comparing Fcount and Ftable. The value of F table can be seen in the statistical table for sig 0.05 with dF1 = (k-1) and dF2 = (n-k). where k = number of variables (free + bound) and n = number of observations / samples forming the regression. So dF1 = (3-1) = 2 and dF2 = (69-3) = 66. The results are obtained for F table above.

The results of the F-test statistical calculation in Table 2 show the F\_count value of 149,365. after that it was compared with the Ftable value of 3.14 with a significant 5% (0.05). So it can be concluded that F\_count > Ftable or 149.465 > 3.14 with a significant 0.000 < 0.05, this means that the independent variables of training (X1) and compensation (X2) together have a positive and significant effect on employee performance (Y).

The coefficient of determination is used to determine how much the contribution or contribution of training and compensation variables to employee performance variables. The coefficient of determination is determined by looking at the Rsquare value as in the following table:

**Table 3. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,895 <sup>a</sup>	,802	,799	,88161

Based on the table above, the results obtained by the R square value of 0.802, where there is an effect of Training (X1) and Compensation (X2) on Employee Performance (Y) 80.2%, while the remaining 19.8% is influenced by other factors.

#### **4. Conclusion**

The training variable has a partial effect on employee performance. The t-test analysis for the training variable, the t-count value is 13,333, while the t-table value is 0.05 (5%) of 1.667, then the t-count > t-table and the significance value is 0.000 < 0.05. The training component consists of instructors, participants, materials, methods, goals and objectives. All training components have been assessed as good by respondents, especially from the element of training instructors who seem professional, responsible and understand the conditions of the participants. Based on the average price for each indicator, the employees of PT. Kereta Api Indonesia (Persero) compared to other elements, especially the ample opportunity when doing practice.

The compensation variable (X2) has a partial effect on job performance (Y). The t-test analysis for the compensation variable, the t-count value is 2.513, while the t-table value is 0.05 (5%) of 1.667. then  $t_{count} > t_{table}$  and the significance value is  $0.014 > 0.05$ , which means that individually the compensation variable has a positive and significant effect on employee performance. Training and compensation variables have a simultaneous effect on employee performance. Where training consists of several indicators, namely instructors, participants, materials, methods, goals, and objectives. And compensation consists of salary, wages, incentives, facilities and benefits. The result of the statistical calculation of the F test shows that the F count value is 149,365. After that it is compared with the F table value of 3.14 with a significance of 5% (0.05). So it can be concluded that  $F_{count} > F_{table}$  ( $149,365 > 3.14$ ) with sig  $0,000 < 0.05$ . All independent variables have an influence with a positive direction and the largest contribution comes from training. The training which was attended by employees of PT. Kereta Api Indonesia (Persero) is considered to remain a target, especially the content of the optimal method and duration of time. Compensation has also been assessed as good, especially in the elements of salary and complementary compensation, while the elements of facilities that cover vehicles and housing tend to be considered as needing improvements.

## **References**

- Handoko, Hani, 2011, *Manajemen Personalia dan Sumber Daya Manusia*, Edisi Kedua, BPFE UGM. Yogyakarta
- Mangkunegara, Anwar Prabu, 2001. *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya, Bandung.
- Marwansyah, 2010. *Fungsi dalam Manajemen Sumber Daya Manusia*, Bumi Aksara. Jakarta
- Mathis L. Robert dan Jackson H. John, 2002. *Manajemen Sumber Daya Manusia*, Penerbit Salemba Empat, Jakarta.
- Malayu, S.P. Hasibuan, 2006. *Manajemen Sumber Daya Manusia*, Edisi Revisi, Cetakan Kedelapan, PT. Bumi Aksara, Jakarta.
- Mulyono Mauled, 2004. *Dasar-dasar Manajemen dan Perilaku*, Jilid 1, edisi ke 5, Erlangga, Jakarta.
- Nawawi, H, Handari. 2001. *Manajemen Sumber Daya Manusia, Untuk Bisnis yang kompetitif*. Gajah Mada University Press, Yogyakarta.
- Prawirasentono, S. 2008, *Kebijakan kinerja karyawan kiat membangun organisasi kompetitif era perdagangan bebas dunia*, Yogyakarta, BPFE.
- Robbins, S.P. & Judge, T.A. 2009, *Organizational behavior* (13th ed.). New Jersey : Person
- Siswanto Sastrodiwiryono (2002) *Manajemen tenaga kerja Indonesia*, Jakarta, PT. Bumi Aksara umi Aksara, Jakarta.



- Sulistiyani A.T. dan Rosidah. 2003. Manajemen sumber daya manusia : Konsep. Teori dan Pengembangan dalam Konteks Organisasi Politik. Graha Ilmu, Yogyakarta.
- Sugiono, 2012, Metode Penelitian Bisnis, Edisi 1, cetakan ke 16, Alfabeta
- Widodo, Suparno Eko, 2015. Manajemen Pengembangan Sumber Daya Manusia, Pustaka Pelajar. Yogyakarta
- Wilson Bangun, 2012. Manajemen Sumber Daya Manusia, Erlangga. Jakarta