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The Effect of Compensation, Position Promotion and Work Environment on Work Morale at Toyota Auto 2000 SM Raja

Frengki Wardiman Pangaribuan¹, Daud Arifin², Husni Muharram Ritonga³

^{1,2,3}Faculty of Social and Science, Universitas Pembangunan Panca Budi, Medan Indonesia Email: Frengkiwardimanpangaribuan@gmail.com

Abstract: Morale is very dependent on the input generated by the employee and the output unit produced by the employee. The purpose of this study was conducted to determine and analyze compensation, promotion and work environment effect on performance partially and simultaneously. The research used is research with quantitative methods. The technique of collecting data in this study was done by distributing questionnaires. The data analysis technique in this study used the classical assumption test, multiple regression, hypothesis testing with SPSS 22 software. The population in this study was 83 employees at Toyota Auto 2000 SM Raja. Based on the results of this study, the significance value of Compensation on Performance based on the t test was obtained at tcount > ttable (3, 857 > 2.001). Thus Ho is rejected. The conclusion: Compensation has a positive and significant effect on performance. Based on the results of this study, the significance value of Position Promotion based on the ttest was obtained at tcount > ttable (4.912 > 2.001). Thus H1 is accepted. The conclusion: Promotion has a positive and significant effect on work morale. Based on the t test, it was obtained that tcount > ttable (2,661 > 2,001). Thus H1 is accepted. The conclusion: the work environment has a positive and significant effect on work morale at Toyota Auto 2000 SM Raja. Based on the results of the F test above, the value of Fcount > Ftable is (25,636 > 3.16) (Sig. 0.000 < 0.05), thus H0 is rejected. In conclusion: Compensation

Keywords: compensation; promotion; work environment; performance

I. Introduction

Companies are always required to be able to maintain and develop competitiveness against other similar companies. To be able to achieve the goals and objectives of the company, the management of the company is required to increase their work spirit. This is due to increasing business development following the improvement in economic conditions in Indonesia which shows increasing competition.

Performance is a work comparison between the results achieved (outputs) with the overall resources (inputs) used per unit of time. In obtaining maximum profit, the company requires an increase in productivity, because with high productivity, the company's survival can be guaranteed and is able to develop its businesses.

The attitude and mentality of an employee in doing his job is a benchmark in achieving Work Spirit. Morale is the ability of an employee to produce compared to the input used. Morale is very dependent on the input generated by the employee and the output unit produced by the employee. Therefore, company leaders always try to improve their work spirit in order to achieve the desired company goals.

The factors that influence work morale are abilities and expertise, knowledge, work design, personality, leadership, leadership style, organizational culture, job satisfaction, loyalty, commitment, work discipline, work compensation, job promotion, and work environment.

Of all the factors that affect Work Morale above, the factors of Compensation, Promotion of Position and the work environment of employees are more dominant in

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influencing Work Morale compared to other factors. Compensation is a transfer of energy from one place to another, such as in the nervous system or the transmission of sound waves. Compensation between employees and employees with the leadership is very important, because if there is no compensation then there will be no interaction within the company. Compensation is also very important to establish a cooperative relationship between humans involved in an organization and has a major influence in the process of achieving organizational goals.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Job promotion is a way of directing the power and potential of subordinates, so that they are able to work together productively, successfully achieve a goal and realize a predetermined goal. Promotion of high work positions from each employee is needed to improve company performance. People who have high promotions will be driven harder and full of enthusiasm. Therefore, Job Promotion is important for yourself and the company. In other words, job promotion can affect morale.

Another motivating factor in Work Morale is the work environment, where the work environment is also one of the factors that affect Work Morale. Therefore, a company is expected to be able to create a conducive work environment, because a comfortable work environment will encourage increased morale. The work environment is an environment where employees carry out their work activities every day. A conducive work environment can provide a comfortable, peaceful feeling and can make employees work optimally. Based on the description above, the purpose of this study is to find out and partially and simultaneously analyze the effect of compensation, promotion and work environment on morale at Toyota Auto 2000 SM Raja.

II. Review of Literature

2.1. Performance

Performance is "the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him". (Lila Bismala, Nel Arianty, 2015). Performance or work performance is "the result of a person's work during a certain period, for example standards, targets, targets, or criteria that have been determined in advance and mutually agreed upon. (Siagian.SP, 2016). Performance is the result of a work completion process. Then. (Nawawi, 2013).

Performance is "a set of results achieved in quantity from the achievement of the tasks assigned to a person, or group of people, referring to the standards and criteria for achieving and implementing the work specified.(Mangkunegara, 2017).

Based on the opinion above, it can be concluded that performance is the result of work or work performance of employees both in quality and quantity achieved by employees per unit period of time in carrying out their work duties in accordance with the responsibilities given to them. Performance greatly affects the organization in achieving its goals. The results of the work in question are goods or services provided by employees to the company.

2.2. Compensation

An organization is a group of people who work in one place and are interdependent to achieve several goals. Within the organization, employees can work in one place and depend on each other through compensation.

Compensation is the transfer of information and understanding from one person to another (Mangkunegara, 2017). Compensation is the process of delivering information between the sender of information to the recipient of the message to understand and open opportunities to respond back to the sender of information (Handoko, 2016). Compensation is the delivery and understanding of an intention, meaning that it shows that compensation occurs when the information is successfully conveyed. Good compensation is often defined by communicators as agreement on the message sent, not understanding the message. (Munandar, 2014). Compensation is the process of transferring understanding in ideas or information from one person to another. The transfer of understanding involves more than just the words used in conversation, but also facial expressions, intonation, vocal breaking points and so on. (Cashmere, 2016).

2.3. Work Environment

The work environment is everything that is around the worker and can affect him in carrying out the tasks given. Employee morale in carrying out their duties is influenced by many factors including the work environment (Kaswan, 2017).

So every institution or organization must strive so that the factors included in the work environment are cultivated in such a way that they have a positive influence. according to(Sutrisno, 2010)The work environment is the overall work facilities and infrastructure around employees who are carrying out work that can be affected by the implementation of the work. The work environment includes the place of work, facilities and work aids, cleanliness, lighting, tranquility including the relationship between the people who are in the place. (Suwanto, Priansyah, & June, 2011)In general, the work environment consists of a physical work environment and a psychological work environment.

III. Research Methods

The sample is part of the number and characteristics possessed by the population(Sugiyono, 2013b). Determination of the number of samples taken as respondents by using saturated sampling technique. Saturated sampling is a sampling technique from all members of the population because the number is small.

Table 1. Operational Definition

Variable	Operational definition	Variable Indicator	Scale
Compensati	The Code of Conduct	a. Understanding	Likert
on(X1)	activity is the only activity	b. Enjoyment	
	whose implementation is	c. Influence on attitude	
	carried out in the	d. Better relationship	
	officeToyota Auto 2000 SM	e. Action	
	Raja which can gather all		
	employees starting from the		
	highest level, namely Area		
	Managers, Assistant		
	Managers, Supervisors and		
	Functionalities in the same		
	space and time, thus the		
	activities of the Code of		

			1
	Conduct Compensation will		
	take place in various ways.		
	Organizational		
	compensation in Code of		
	Conduct activities will take		
	place following the formal		
	and informal chains of the		
	organization.		
Job	Position Promotion applied	a. Hard work	Likert
Promotion(to Toyota Auto 2000 SM	b. Future Orientation	
X2)	Raja is the award of Work	c. Perseverance	
·	Performance Rewards	d. High Level of	
	(GPA), this is given to every	Aspiration	
	employee who has good	e. Effort to Advance	
	work performance	f. Relationship with	
	1	Coworkers	
Work	Focus on improving and	a. Lighting	Likert
Environmen	improving the employee's	b. Noise	
t(X3)	work environment such as	c. Air temperature	
	lighting, air temperature,	d. Required wiggle room	
	sounds, work safety, and	e. Coloring	
	employee relations	f. Security	
	1 5	, and the second se	
Spirit at	The level of employee	a. Quality (quality)	Likert
work(Y)	ability in completing work	b. Quantity (amount)	
	, 1 8	c. Time (term)	
		d. Cooperation between	
		employees	
		e. Cost suppression	
		f. Supervision	
1			

Collecting data in this instrument using a questionnaire (Questioner), is a data collection technique carried out by giving a set of written questions or questions in the form of a questionnaire to respondents to answer addressed to Toyota Auto 2000 SM Raja employees using a Likert scale in the form of a checklist.

Table 2. Likert Measurement Scale

QUESTION	WEIGHT
Totally agree/SS	5
Agree/ST	4
Kuang Agree/KS	3
Disagree/TS	2
Strongly disagree /STS	1

The analytical technique used in this study is quantitative data analysis, namely testing and analyzing data by calculating numbers and then drawing conclusions from the test using product moment correlation test equipment and multiple correlations but in practice the data processing of this research is not processed manually, but using SPSS statistical software

IV. Result and Discussion

4.1. Normality Test

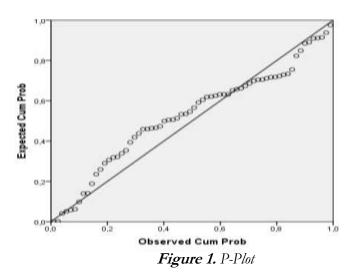
The purpose of the normality test is of course to find out whether a variable is normal or not. Normal here in the sense of having a normal data distribution. Normal or not the data is based on the standard normal distribution of data with the same mean and standard deviation.

To find out whether the data in this study is normal or not, it can be seen from the normality test through SPSS whether it forms normal data or not.

Table 3. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test						
		TotalX1	TotalX2	TotalX3	TotalY	
N		83	83	83	83	
Normal Parameters, b	mean	23.5833	23.6333	24,2500	29.9167	
	Std. Deviation	2.80007	2,68686	2.71839	3,55724	
Most Extreme	Absolute	,184	,145	,123	,153	
Differences	Positive	,123	,078	,103	,083	
	negative	-,184	-,145	-,123	-,153	
Test Statistics	,184	,145	,123	,153		
asymp. Sig. (2-tailed)	,270c	,324c	,252c	,131c		
a. Test distribution is Normal.						
b. Calculated from data.						
c. Lilliefors Significance Correction.						

The table shows that all Asymp values. Sig. (2-tailed) each variable > 0.05 so that the data is normally distributed and can be continued to the next test.



From the figure, it can be seen that all data are normally distributed, the distribution of data is around the diagonal line.

4.2. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables". In a good regression model there should be no correlation between independent variables, because of the high correlation

between independent variables in a multiple linear regression model(Ghozali. I, 2005). If there is a high correlation between the independent variables, then the relationship between the independent variable and the dependent variable will be disturbedMulticollinearity testing is done by looking at the VIF between the independent variables. If the VIF shows a number less than 10, it indicates that there are no symptoms of multicollinearity. In addition, a model is said to have symptoms of multicollinearity if the VIF value among the independent variables is greater than 10.

Table 4. Multicollinearity Test

		Collinearity Statistics		
Model		Tolerance	VIF	
1	(Constant)			
	TotalX1	,718	1,392	
	TotalX2	,931	1.074	
	TotalX3	,765	1,308	

From the data above, after processing using SPSS, it can be seen that the tolerance value of each variable is smaller than the VIF value < 10, this proves that the VIF value of each variable is free from multicollinearity symptoms.

4.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation, because it is to see whether there is an inequality of variance from one residual to another observation. (Ghozali. I, 2005). The regression model that meets the requirements is where there is a similarity in variance from the residuals of one observation to another, which is fixed or is called homoscedasticity. A good regression model is that there is no heteroscedasticity. There are several ways to test whether there is a heteroscedasticity situation in the error terms variance for the regression model. In this study, the chart method (Scatterplot Diagram) will be used, with the premise that:

- 1) If there are certain patterns such as dots (points), which form a certain regular pattern (wavy, widen, then narrow), then heteroscedasticity occurs.
- 2) If there is a clear pattern, and the points spread above and below 0 on the Y axis, there is no heteroscedasticity.

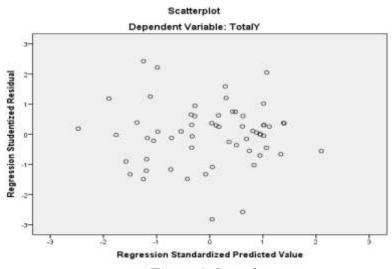


Figure 2. Scaterplot

4.4. Hypothesis Testing

Table 5. Multiple Linear Regression Analysis Test

	<u>_</u>)		
		Unstandardized		Standardized			Collinearity	
		Coefficients		Coefficients			Statis	stics
Mo	odel	В	Std. Error	Beta	Т	Sig.	Tolerance	VIF
1	(Constant)	6,165	5.559		1.109	,272		
	TotalX1	,435	,158	,406	3,857	,000	,718	1,392
	TotalX2	,709	,144	,536	4,912	,000	,931	1.074
	TotalX3	,420	,158	,320	2,661	,010	,765	1,308
a. Dependent Variable: TotalY								

Based on the calculations performed using SPSS 24.0 above, the multiple regression equation of the regression model will be obtained as follows: Y=6,165+0.435X1+0.709X2+0.420X3

Based on the regression equation, the effect of compensation, promotion and work environment on performance is analyzed, namely:

- 1. 6,165 shows that if the variable Compensation, Promotion and work environment (0) then the performance value is 6,165.
 - 2. 0.435 shows that if the compensation variable is increased by one unit point, the performance value will increase by 0.435.
 - 3. 0.709 shows that if the Job Promotion variable is increased by one unit point, the performance value will increase by 0.483.
 - 4. 0.420 shows that if the work environment variable is increased by one unit point, the performance value will increase by 0.483.

From this equation, it can be explained that each variable Compensation, Promotion, Work environment has a positive coefficient that has a direct effect on the Y variable (Performance).

4.5. F test Table 6. F Uji test

		Sum of					
	Model	Squares	df	Mean Square	F	Sig.	
1	Regression	283,519	3	94.506	11,429	,000b	
	Residual	463,064	76	8,269			
	Total	746.583	79				
a. Dependent Variable: totally							
b. Predictors: (Constant), TotalX3, TotalX2, TotalX1							

Source: SPSS Version 22.0 Processing Results, (2021)

Based on the results of the F test above, the value of F . is obtained_{count}> Ftable of (25,636 > 3,16) (Sig. 0.000 < 0.05), thus H0 is rejected. the conclusion: there is a significant effect of compensation, promotion and work environment on the performance of the Toyota Auto 2000 SM Raja.

V. Conclusion

From the results of the analysis that has been discussed previously, it can be concluded as follows:

- 1. Compensation has a positive and significant effect on the performance of Toyota Auto 2000 SM Raja
- 1. Tested and acceptable based on the results of this study, the significance value of Compensation on Performance based on the t test was obtained at tcount > ttable (3.857 > 2.001).thus Ho is rejected. the conclusion: Compensation has a positive and significant effect on performance on Toyota Auto 2000 SM Raja.
- 2. Position Promotion has a positive and significant effect on Work MoraleToyota Auto 2000 SM King
 - 3. Tested and acceptable based on the results of this study, the significance value of Position Promotion based on the t test was obtained at tcount > ttable (4.912 > 2.001).thus H1 is accepted, the conclusion: Promotion has a positive and significant effect on morale at Toyota Auto 2000 SM Raja.
 - 4. The work environment has a positive and significant effect on Work MoraleToyota Auto 2000 SM King
 - 5. Tested and acceptable based on the results of this study, the significance of the work environment based on the t-test was obtained at tcount > ttable (2,661 > 2,001).thus H1 is accepted. the conclusion: the work environment has a positive and significant effect on work morale at Toyota Auto 2000 SM Raja.
- 5. Compensation, employee placement and work environment have a positive and significant impact on Toyota Auto 2000 SM Raja's Work Spirit
 - Tested and acceptable based on the results of the F test above, the value of Fcount > Ftable is (25.636 > 3.16) (Sig. 0.000 < 0.05), thus H0 is rejected. In conclusion: Compensation, employee placement and work environment have a positive and significant effect on Work Morale at Toyota Auto 2000 SM Raja.

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