

The Influence of Salary and Motivation on Job Performance at the Ministry of Public Works, Transportation, and Communication

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ABSTRACT

This study aims to describe and analyze the influence of salary and motivation on job performance. The research method used is a quantitative correlational method to find the relationships between the independent variable and the dependent variable. The data collection technique is through the distribution of questionnaires to the respondents. The total population in this study is 161 people, and the sampling technique used is purposive sampling with a total sample of 62 people. The data analysis method used was multiple linear regression analysis. The research results show that salary does not have a significant influence on job performance, motivation has a significant influence on job performance, and simultaneously salary and motivation have a significant influence on employee job performance.

KEYWORDS: salary, motivation, job performance

I. INTRODUCTION

East Timor is a young nation that has started development processes in different parts. For development to progress well in the future, it requires qualified human resources with excellent work performance. Human resource management is an important factor because it can influence the employers who work in an organization or institution. An organization or institution needs to be well managed, with maximum attention given to the employers who serve it. Employers who are satisfied with their work will be dedicated and have high morale.

If employers are satisfied with their work, the institution will provide them with everything they need and more than what they expect. Employers who are not satisfied with the service from their institutions will see a decline in their work performance. For them, work is just an obligation. Therefore, the institution needs to understand and be aware of the factors that influence employer satisfaction, such as salary, work motivation, and work discipline.

The factor that influences the performance of employers is motivation. Good motivation can push employers to work diligently. According to Terry (2005), motivation is the efforts we make for others to work with a good

spirit and quickly complete their work. Motivation is an internal situation of each person who activates personal potential to work towards predetermined targets. Besides motivation, another factor that influences the performance of employers is salary. Employers work to get paid. The salary that the institution decides on is the source of the employer's performance. Employers in a basic institution have different needs that they need to meet. The salary they receive every week or month can sustain their basic needs, such as food, clothing, and shelter. Employers hope that the salary decided by the institution is fair and can sustain their basic needs every month. The sustainability of these needs also affects the spirit of the employers in their work, which can directly impact their job performance.

One important public issue is the salary system that exists in the Democratic Republic of Timor Leste Government and is based on a level system for Timorese public employer. The salary amount received by public employer, when compared to the private sector employer, shows a significant difference. Public employer with lower level, ranging from level 1 to level IV, have salaries starting from \$115.00 to 221.00. The level of salary received impacts the motivation and performance of public employers. Public employees with levels V to VI receive salaries ranging from \$289.00 to 365.00. Although the salary amount may be more or less, the comparison of the amount of work and the salary value shows it is not satisfactory yet. Based on the researcher's observation, most public employers in the Ministry of Public Works, Transportation, and Communication are still dissatisfied with their current salaries. This is because the current salary does not meet their daily needs in the Current situation. This research aims to describe and analyze the influence of salary and work motivation on job performance.

II. LITERATURE REVIEW

A. The Definition of Salary

Salary is compensation given or paid by an institution or organization to employees based on the work they do. In another aspect, salary is compensation given to employees based on the result of their work and the regulations within the institution. According to As'ad (2003), a salary is a form of appreciation given by the institution for the energy that employees manifest in the form of money. Salary is also like a monthly payment made according to the time spent working per month.

Dessler (2003) says that salary is something related to the money given to employees. The system of paying salaries can be distinguished based on the length of service, such as in terms of hours, days, weeks, months, and other periods. There is also a system of paying salaries based on the results achieved by employees, meaning that employees are paid based on the measurable results achieved in their work, such as the amount of production they have completed.

Salary is an important element in promoting employee motivation because it is a tool to fulfill the daily needs of employees. Therefore, institutions must create a good and integrated plan based on internal justice, a sense of

responsibility, and time spent at work. Salary is also necessary to have external justice, which means that employee salaries must be the same as those paid by other institutions for similar positions.

Here are the following payment systems for salaries in organizations, such as: 1). fairness to all employees and leaders in the organization. This means that employees should not be treated only as objects to achieve the institution's objectives. 2). The salary payment system should have the potential to provide work motivation to employees. 3) Institutions also need to provide allowances or incentives to motivate employees to work; 4) the salary payment system should be easy for employees to understand so that they can feel satisfied with their work (As'ad, 2003).

B. The Definition of Motivation

Motivation is an internal situation in a human being that activates and directs their actions to achieve their objectives. According to Handoko (2008), motivation means the situation where a person's desires are pushed to perform activities to achieve their objectives. Besides that, according to Hasibuan (2009), motivation is like a desire in a person that stimulates them to carry out their activities or actions.

Work motivation is a process that influences a person's behavior to meet individual needs, such as basic needs, security, respect, power, and dignity. Santrock as cited by Rahmawati, (2014) divides motivation into two types: intrinsic and extrinsic motivation. Intrinsic motivation is the kind of motivation that arises naturally within an individual, without external stimuli and is based on their own needs. On the other hand, extrinsic motivation is the one that arises from external stimuli.

According to Mangkunegara as cited by Ernawatin and Bambang (2017) states that motivation is formed from the attitude of employees in facing work situations in the company. Motivation is a condition or energy that drives directed or aimed toward achieving company goals. The mental attitude of employees that are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance.

The objective of providing motivation is as follows: 1) to increase or promote morale and job satisfaction; 2) to improve work productivity; 3) to maintain employee stability; 4) to increase punctuality and employee discipline; 5) to provide effectiveness for the establishment's employees; 6) to create a good work situation and relationships; 7) to enhance employee loyalty, creativity, and participation; 8) to promote employee well-being; 9) to increase employees a sense of responsibility towards their work duties; and 10) to increase the efficiency of using equipment (Hasibuan, 2009).

C. The Definition of Job Performance

Performance is the result obtained by an organization with its profit- or non-profit-oriented characteristics during a certain period. Performance is the work result that has a strong relationship with the strategic objectives of the organization, consumer satisfaction, and contribution to the economy. Performance is

also a real action that every person shows as a job performance based on the staff work result that follows the organization's role (Rivai, 2004).

According to Mangkunegara (2006), job performance results from both the quantity and quality of work that an employee achieves beyond the certain job tasks that are their responsibility. Sutrisno (2011) also emphasizes that work performance results from one's personal capacity and perception towards their work efforts. Here are some factors that influence job performance, as follows: Capacity factor: the capacity of an employee is composed of their potential capacity (IQ) and real capacity (capacity and skills). This means that an employee with a high IQ or a high level of education in their field is competent enough to perform well at work. Therefore, it is necessary to match employees' capacity and competence with their job responsibilities. Motivation factor: Motivation comes from employees' attitudes towards work situations. Motivation is a condition that drives employees to achieve the organization's objectives.

III. CONCEPTUAL FRAMEWORK

The conceptual framework provides a foundation for understanding and defining relationships between variables influencing problem form, such as salary, motivation, and work performance, guiding researchers in interpreting these indicators. Motivation facilitates behavioral alteration, driving individuals towards specific objectives. Grant's (2008) study on employee motivation found that motivation leads to increased productivity, performance, and persistence.

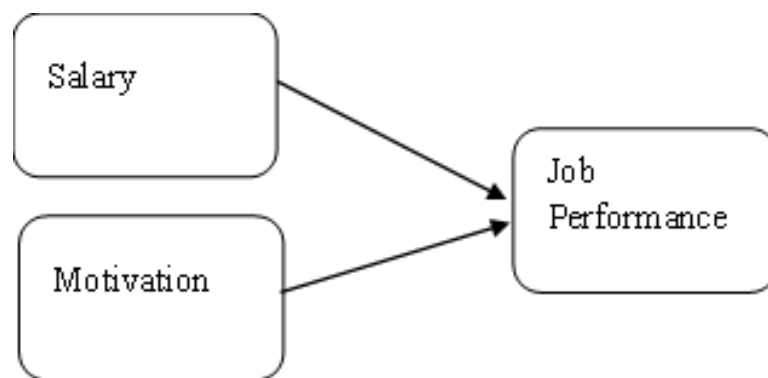


Figure 1. Research Framework

IV. RESEARCH METODOLOGY

This study utilizes a correlational quantitative approach to investigate the association between independent and dependent variables. According to Sugiyono 2003, states that to guarantee the research result, the research method must demonstrate a clear and good criterion. This is because the research method is not only aimed at providing an opportunity for objective knowledge but also to ensure that the knowledge itself has a high value.

The total population in this study was 161 and the sample size is 62. Data collecting through the distribution of questions to respondents and data analysis using Multiple Regression Analysis.

V. RESULT AND DISCUSSION

A. Result

1) *Validity Test*

A validity test is used to create a significant test for comparing r-count and r-table values in a research questionnaire. If r-count > r-table, the questions are considered valid, while r-count < r-table results are invalid. The result of the validity test is shown in the table below:

Table 1. Validity Test

R _{Count}			R _{Table}	Observation
Salary	Motivation	Job Performance		
0.504	0.262	0.720	0.2108	Valid
0.447	0.541	0.746	0.2108	Valid
0.339	0.678	0.690	0.2108	Valid
0.514	0.402	0.618	0.2108	Valid
0.742	0.315	0.583	0.2108	Valid
0.653	0.625	0.653	0.2108	Valid
0.725	0.693	0.769	0.2108	Valid
0.228	0.600	0.765	0.2108	Valid
0.516	0.701	0.807	0.2108	Valid
	0.565	0.691	0.2108	Valid

As shown in the table above, the validity test result from variable salary, motivation, and job performance, for each variable with a coefficient correlation value greater than 0.210. Based on it, the researcher concludes that each questionnaire question in this research is valid and these certain questions may be used to conduct future research.

2) *Reliability test*

The researcher uses reliability testing to calculate Cronbach's alpha coefficient for each instrument, ensuring instruments with a minimum of 0.60 are considered reliable.

Table 2. Reliability Test

No.	Variable	Cronbach Alpha	Observation
1	Salary	0.664	Reliable
2	Motivation	0.693	Reliable
3	Job Performance	0.887	Reliable

The reliability test findings for salary, motivation, and work performance variables all have Cronbach alpha values of more than 0.60, as can be seen in the table above. As a result, the researcher concluded that every question used in the study was trustworthy or consistent, and some of the questions might be used as tools in subsequent studies.

3) Multiple Regression Analysis

Table 3. Regression Analysis

Variable	B	B	t count	Sig.
Constant	18.458		2.589	0,012
Salary (X1)	0.057	0.043	0.329	0,743
Motivation (X2)	0.551	0.412	3.158	0,003
R = 0.443 F calculated = 6.806 R Square = 0.187 Sig. = 0,002 Adjusted R Square = 0,160				

Based on data analysis from the table above, shows that the value of the constant is 18.458. This means that if the salary and motivation variables have a value of zero (0) or do not change, the job performance value will be at a total of 18.456. However, if the salary variable increases by one (1) point, then the job performance will also increase by a total of 0.057. Similarly, if the motivation variable increases by one point (1), then the job performance variable will also increase by a total of 0.551. The analysis also shows that the R-square value is 0.187, which means that the job performance variable is influenced by the salary and motivation variable with a total of 18.7%.

B. Hypothesis Test

Based on the Table 3, the results indicate that the t-value for the salary variables is 0.329 with a significance value of 0.743. As the significance value is greater than 0.05, it means that the salary variable does not have a significant influence on the job performance variables. The results indicate that many employees do

not agree with the salaries offered by institutions. The salaries received are often small and cannot support their monthly needs. On the other hand, the t-value for the motivation variable is 3.158 with a significance value of 0.003. As the significance value is less than 0.05, it means that the motivation variable has a significant influence on job performance at MOPTC, Dili.

VI. CONCLUSION

A. Conclusion

Based on the results of this research, the researchers want to make a summary that motivation is one of the most important factors in institutions to motivate employees to work well and achieve the institution's objectives. On the other hand, motivation must also be balanced with the salaries received by employees. Good salaries also have a direct contribution to increasing employee performance. If employees receive salaries that do not match the work they do, they may not be motivated properly. Therefore, salaries can also be an instrument to motivate employees to work well.

B. Suggestion

Based on the result of this research, suggests that MOPTC institutions should provide good motivation to their employees including, good salaries, and quality training to promote the quality of employee work, and schooling so they can work with enthusiasm for achieving the organization's vision and mission. On the other side, suggests that the institution or other researchers continue conducting research at MOPTC to investigate the factors that influence the performance of employees. The result of this research shows that the influence of salary and motivation on job performance is 18%, while 82% has not yet been discovered in this research.

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