

EFFECT OF COMPENSATION AND WORK CONFLICT ON COLLECTOR EMPLOYEE PERFORMANCE

Jasmar Manshur¹, Hermansyah²

^{1,2}STIE Dharma Putra Pekanbaru

¹ jasmardo@gmail.com, ² hermansyah@stiedharmaputra.ac.id

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Abstract

This Research Was Conducted At PT. Adira Dinamika Multi Finance Tbk Pekanbaru. This Finance Is Serving Various Financial Needs, Especially Adira Kredit division. Some of the available financial services are new and used car loans, new and used motorcycle loans Some of the available financial services are new and used car purchase services, new and used motorcycle loans, Smartphone Loans And Other Electronic Goods Loans. The entire population of 38 people in this study will be used as samples with sampling methods, namely saturated sampling and census techniques. The purpose of this research is to find Effect Of Compensation And Work Conflict On Collector Employee Performance on PT. Adira Dinamika Multi Finance Tbk Pekanbaru. Types and sources of data are primary data and secondary data obtained through interviews and questionnaires. This study uses descriptive analysis with a quantitative approach as a data collection tool. The results of this study obtained an equation that is $Y = 2.105 + 0.341X_1 + 0.542X_2$, and the value of F_{count} is 21.104 $d > F_{table}$ 3.27. Based on the results of the study, it can be concluded that the variables of compensation and work conflict have a positive and significant influence on the performance of collector employees at PT Adira Dinamika Multi Finance Tbk Pekanbaru.

INTRODUCTION

In essence, human resources are very important resources in achieving company goals because human resources are the spearhead that will determine the success of the company's activities and crisis factors that can determine the progress and growth of a company. The success or failure of a company will be known from the company's ability to manage its human resources.

Human resources in the company is a great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible in order to provide optimal work results, because achieving company goals does not only depend on modern equipment, complete facilities and infrastructure but also depends on human resources. Therefore, every human resource in the company must have high and good performance so that it can contribute to achieving the goals and objectives set by the company.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals. Legally involved, does not violate the law and is in accordance with morals and ethics.

High performance for each employee can be formed with the awareness of the company's leadership in providing support in the form of direction regarding the work that employees do. The importance of the role of employees in a company, the company must use its employees as effectively as possible in order to have good performance, one of which is by providing appropriate compensation as remuneration to employees for the efforts they do to the company.

Basically, compensation is any form of award given to employees in return for their contributions to the company. Compensation to employees must have a strong, true, and fair basis and need to get more attention by the company because if compensation is felt to be unfair it will cause disappointment to employees so that good employees will leave the company. Compensation means not only in direct financial form. Direct financial form in the form of wages, salaries, commissions and bonuses. Meanwhile, the indirect ones are insurance, social assistance, leave money, pension, training, and so on. In addition, non-financial forms include elements of the type of work.

The performance of human resources in this company is still not as expected by the company, but the performance of employees in an organization does not always increase sometimes decreases. The creation of high employee performance is not easy because employee performance can arise if the organization is able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally so that employees can make a positive contribution to the company. One of the efforts that companies can take to influence employee performance is the provision of compensation because compensation satisfaction can affect employee behavior to work more enthusiastically and spur high performance in an effort to increase human resources to be more productive in the future, the company provides compensation in accordance with the performance results. employees so that employees get a sense of satisfaction and do their jobs professionally.

In a company conflict between divisions and employees is effect on the decline in employee performance, so that it can lead to not achieving goals. Therefore, to achieve the goals expected by the company, a leader must always pay attention to the work environment and working conditions that exist in the company. Sometimes most of a leader pays less attention to the work environment and working conditions of employees, so that with a lack of attention from the leadership there are often conflicts between employees in the company's work environment. , foster distrust, build a feeling of wanting to always win, or widen misunderstandings between employees.

Conflict within a company can occur due to various reasons, for example, communication that does not go well, unclear structure or work and problems related to the personality of each individual or different group.

PT Adira Dinamika Multi Finance is a non-bank financing company (multi finance) which is a credit financing institution that is engaged in credit financing business and provides credit services to customers to expect profits derived from the loan interest by paying attention to competition and having

a superior strategy to fulfill customer desires by paying attention to customer assessment and satisfaction with services from Adira Finance.

PT Adira Dinamika Multi Finance is required to provide the best service to its customers, therefore it requires employees who are able to make good and good contributions so that there is no decrease in target achievement. Based on data obtained from PT Adira Dinamika Multi Finance, it can be seen that the phenomenon that occurs shows that target achievement has decreased. This is evidenced by the data obtained from PT Adira Dinamika Multi Finance for the last five years which can be seen from the table below:

Table 1.1 Employee Performance Report Data Collector PT Adira Dinamika Multi Finance Tbk Pekanbaru Year 2019-2020

Year	Description	Achievement <100%	Achievement = 100%	Achievement >100%
2016	Amount	40		
	Performance	30	6	4
	Percentage	75 %	15%	10 %
2017	Amount	42		
	Performance	34	6	2
	Percentage	81 %	14 %	5 %
2018	Amount	45		
	Performance	40	2	3
	Percentage	89 %	4 %	7 %
2019	Amount	38		
	Performance	23	8	7
	Percentage	61 %	21 %	18 %
2020	Amount	38		
	Performance	27	7	4
	Percentage	71 %	18 %	11 %

Source: PT Adira Dinamika Multi Finance Tbk Pekanbaru, 2020.

Based on table I.1 it can be seen that the best achievement was in 2019, employees who achieved the 100% target, which was 21% and those who passed the >100% target were 18% of employees. The worst achievement in 2018 where employees who did not reach the target were 89%.

Meanwhile, to see the salaries and bonuses of employees of PT Adira Dinamika Multi Finance Tbk Pekanbaru can be seen from the table below:

Table 1.2 Amount of Salary and Bonus for PT Adira Dinamika's Collector Section Employees Multi Finance Tbk Pekanbaru Year 2016-2020

No	Year	Salary (month)	Bonus (year)
1	2016	1.650.000	2.000.000 - 4.000.000
2	2017	1.750.000	2.000.000 - 4.000.000
3	2018	1.800.000	3.000.000 - 6.000.000
4	2019	2.050.000	4.000.000 - 8.000.000
5	2020	2.250.000	4.000.000 - 8.000.000

Source : PT Adira Dinamika Multi Finance Tbk Pekanbaru, 2020.

From the table above, it can be seen that salaries and bonuses have increased from year to year. This is different from the contribution given by employees to the company according to table 1.1 above, so this research is considered important to do.

REVIEW OF LITERATURE

According to Wibowo (2011: 7), performance comes from the notion of performance. Understanding performance as the result of hard work or work performance, but actually performance has a broader meaning, not only the result of work, but including how the work process takes place. Performance according to Hasibuan (2008: 94) is a result of work achieved by someone in carrying out tasks. The tasks assigned to him are based on skills, experience, and sincerity and time.

Performance is a general term used for part or all of the actions or activities of an organization on a periodic basis with reference to a number of standards such as past or projected costs, on the basis of efficiency, responsibility or similar management accountability, to motivate individual employees. In order to achieve organizational goals and meet behavioral standards, it is necessary to conduct a performance appraisal so that it can produce the desired results by the organization, performance appraisal can be used to suppress unwanted behavior, through timely feedback on performance results and the provision of rewards, both intrinsic and extrinsic. extrinsic (Veitzal and Sagala, 2009:604). While performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned. an, legally does not violate the law and in accordance with morals and ethics (Mathis and Jackson, 2009:113).

One of the important factors that will determine the company's long-term success is the company's ability to measure employee performance. This performance appraisal activity assists personnel decision making and provides feedback to employees on their performance. Performance appraisal is a structured and formal system in measuring, evaluating and influencing attributes related to work, behavior, and employee outcomes, as well as absenteeism levels, to determine employee productivity and effectiveness in carrying out future work so that it is useful. for employees, companies and society.

Performance appraisal can be reviewed in terms of the amount and quality of work completed by employees in a certain period. An employee's performance can be assessed based on the number of jobs completed within a certain time limit. Employees who can complete work in an amount that exceeds the standard of work are assessed with good performance. Also, the results of work whose quality exceeds the standard of work can be judged with good performance.

There are two basic categories of performance appraisal methods that are often used in companies, namely:

- a. The objective method is concerned with the extent to which a person can work and shows evidence of his ability to work according to his abilities. For many parties the objective method can give results that are not very accurate or contain bias because it could be that an employee has a good opportunity then he looks able to work very well and enthusiastically, while there are employees who do not have the opportunity and he can not demonstrate his ability effectively. maximum.
- b. Judgmental methods are assessment methods that have a high ranking value, meaning that they have good performance quality and vice versa. The ranking assessment system is considered to have a weakness if an employee is placed in a work group that has a good rank, his assessment will affect his position as one of the employees who are considered good, and vice versa if an employee is placed in a group with a bad rank, the ranking will automatically be not good.

Mangkuprawira and Hubeis (2007: 153) state: these factors consist of employee intrinsic factors (personal/individual) or human resources and extrinsic (leadership, system, team and situational). According to Mangkunegara (2011: 75), there are several indicators used by a company in determining the performance of an employee, including:

- a. Work quality
- b. Working quantity
- c. Task execution
- d. Responsibility

Basically, every employee who works wants to get money to meet his life needs so that employees will work hard and show loyalty to the company to get the desired reward, therefore the company will provide remuneration for the employee's performance by way of compensation.

The provision of compensation is very important for every employee and is useful for the company to determine further policy actions and efforts to improve performance. According to Dessler (2009: 82) employee compensation refers to all forms of wages or rewards that apply to and arise from their work and have three components. There are direct financial payments in the form of salaries, incentives, commissions/bonuses. There are indirect payments in the form of benefits, and insurance. Employees are given non-financial rewards such as training, delegation of authority and responsibility, rewards for performance and a supportive work environment.

Compensation is all forms of rewards received by someone (workers) in return for their work (Darsono and Siswandoko, 2011: 269). According to Rivai and Sagala, (2013: 741) Compensation is one of the implementation of HR functions related to all types of individual awards as an exchange in carrying out organizational tasks. The purpose of the compensation system is to reward performance, ensure fairness, retain employees, obtain quality employees, control costs, and comply with regulations (Sedarmayanti, 2007:239).

Compensation is divided into several forms (Darsono and Siswandoko, 2011:269). First, direct financial compensation consists of salaries, wages, commissions, and bonuses. Second, indirect financial compensation consists of allowances, insurance, facilities, vacation leave and so on and the third is non-financial compensation, which is a form of compensation which is a reward for satisfaction received by workers for the work themselves or from the company's physical or psychological environment. According to Nalendra (2008:20) stated that the compensation indicators consist of basic salary, allowances, bonuses.

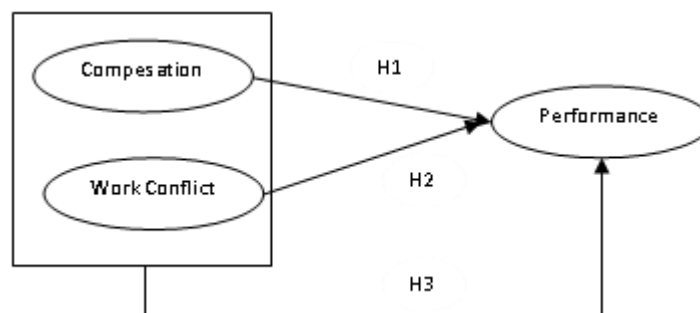
Then the factor that affects performance is work conflict, according to Rahim (2011:16) stating that conflict is an interactive process that is manifested in things such as incompatibility, disagreement, or irregularities both between individuals and social entities such as individuals, groups, or organizations. " According to Sunyoto (2012: 218) explains that, conflict is a disagreement between two or more members of an organization or groups within the organization that arises because they have to use scarce resources together or carry out activities together or because they have the same status, different goals, values and perceptions".

According to Fitriana (2013: 192), the indicators of work conflict are as follows:

- a. Misscommunication
- b. Goal difference
- c. Differences in judgment or perception
- d. Interdependence of work activities
- e. Error in affection

RESEARCH METHODS

Kerangka Pikir



Based on the framework, the hypothesis is formulated as follows:

H1 : Allegedly Compensation affects employee performance

H2 : Allegedly Work Conflict affects employee performance

H3 ; Allegedly Compensation and Work Conflict affects employee performance

The entire population of 38 people in this study will be used as samples with sampling methods, namely saturated sampling and census techniques. To measure the validity or validity of a questionnaire, a validity test is carried out and after conducting a validity test, then the reliability test is then carried out (Ghozali 2006:41,45) reliability is a tool to measure a questionnaire which is an indicator of a variable or construction. A questionnaire is reliable if a person's answer to the statement is consistent or stable over time. A construct or variable is said to be reliable if it gives a Cronbach alpha value > 0.6.

Multiple linear regression is used to predict or test the effect of several independent variables on the dependent variable. if the score of the independent variable is known, then the score of the dependent variable can be predicted. The equations used in multiple linear regression are as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Keterangan :

Y = Performance

a = Constant

b = Slope Grafik

X₁ = Compensation

X₂ = Work Conflict

The t-statistical test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable. In this test, the author compares t arithmetic with t table, that is, if t count is greater than t table (t count > t table) it means that the independent variable has a significant effect on the dependent variable, but if t count is smaller than t table (t count < t table) means that the independent variable has no significant effect on the dependent variable.

This test aims to test the effect of the independent variables on the dependent variable together. Hypothesis testing using the F test (ANOVA) is used to see whether the independent variables have a significant effect on the dependent variable overall. This study uses = 0.05 with the following decision-making criteria:

This test aims to test the effect of the independent variables on the dependent variable together. Hypothesis testing using the F test (ANOVA) is used to see whether the independent variables have a significant effect on the dependent variable overall. This study uses = 0.05 with the following decision-making criteria:

- a. If probability > (0.05) or f count < f table then Ho is accepted and Ha is rejected.
- b. If probability < (0.05) or f count > f table then Ho is rejected and Ha is accepted.

The correlation coefficient is a method to determine the level of evenness of the relationship between two or more variables which is described by the magnitude of the correlation coefficient. An index or number used to measure the closeness (strong, weak, or nonexistent) of the relationship between variables.

This analysis essentially measures how far the independent variable's ability to explain the variation of the dependent variable is using the coefficient of determination (R²). The value of R² ranges from 0 to 1, if R² is small, it means that the ability of the independent variable to explain the dependent variables is very limited, while the value of R² which is close to 1 means that the independent variable provides almost all the information needed to predict the dependent variables. In addition, the coefficient of partial determination (r²) is also sought for each independent variable. Calculating r² is used to determine the extent of the contribution of each independent variable if the other variables are constant to the dependent variable. The greater the value of r², the greater the variation in its contribution to the dependent variable.

RESULT OF RESEARCH AND DISCUSSION

Multiple linear regression analysis is a linear relationship between two or more independent variables with one dependent used to predict or predict a value of the dependent variable based on the independent variable.

Multiple Linier Regression Estimation Result Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.105	2.550		.826	.415
Compesation	.341	.157	.314	2.181	.036
Work Conflic	.542	.155	.503	3.492	.001

a. Dependent Variable: Performance

Sumber : Processed Results SPSS Version 24

Based on the table above, it can be obtained multiple linear regression equations as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 2,105 + 0,341X_1 + 0,542X_2$$

Keterangan :

Y = Performance (dependent variable)

X₁ = Compesation (independent variable)

X₂ = Work Conflict (independent variable)

2,105 = Constant

0,341 = Compesation Coeffisien

0,542 = Work Conflict Coeffisien

The above equation shows the direction of the relationship caused by each independent variable to the dependent variable as follows:

1. The constant is 2.105 which shows the direction of the positive independent variable relationship to compensation and work conflict. If compensation and work conflict are 0 (zero) then the performance is positive at 2.105.
2. Compensation has a positive relationship direction as far as 0.341 on performance. In other words, the greater the compensation, the greater the performance and the smaller the compensation, the smaller the performance. Assuming that every 1% increase in compensation will cause an increase in employee performance of 0.341%, as well as a 1% decrease in compensation will cause a decrease in employee performance of 0.341%.
3. Work conflict has a positive relationship direction as far as 0.542 on performance. In other words, the greater the work conflict, the greater the performance and the smaller the work conflict, the smaller the performance. Assuming that every 1% increase in work conflict will cause an increase in employee performance by 0.542%, similarly if there is a 1% decrease in work conflict it will cause a decrease in employee performance by 0.542%.

The results of the t-test calculation using the SPSS Version 24 process obtained the following results:

Table
Campare t_{hitung} and t_{tabel}

Variable	t _{hitung}	t _{tabel}	Sig.
Compesation	2.181	2,030	.036
Work Conflict	3.492	2,030	.001

Sumber : Processed Results SPSS Version 24

Untuk uji hipotesis pengaruh X_1 , X_2 terhadap Y , dapat diinterpretasikan berdasarkan uji probabilitas t_{tabel} yaitu dengan membandingkan antara t_{hitung} dan t_{tabel} atau dengan membandingkan dari tingkat signifikan. Dari hasil analisis didapatkan :

To test the hypothesis of the effect of X_1 , X_2 on Y , it can be interpreted based on the t_{tabel} probability test, namely by comparing between t_{hitung} and t_{tabel} or by comparing the significance level. From the results of the analysis obtained:

1. The value of t_{hitung} on the compensation variable is 2.181. This value is greater than the t_{tabel} value, which is 2.030. This causes H_0 to be rejected. H_a is accepted so that the significant level of 0.036 is smaller than 0.050. Thus, it can be concluded that the compensation variable partially has a significant effect on employee performance or it can be said that the hypothesis H_1 is accepted.
2. The value of t_{hitung} on the work conflict variable is 3,492. This value is greater than the t_{tabel} value, which is 2.030. This causes H_0 to be rejected. H_a is accepted so that the significant level of 0.001 is smaller than 0.050. Thus, it can be concluded that the work conflict variable partially has a significant effect on employee performance or it can be said that the hypothesis H_2 is accepted.

The F test is used to determine the joint effect of the independent variables on the dependent variable. In this case, to find out whether the variables of compensation and work conflict together.

Simultaneous Regression Analysis Results

Table
Simultaneous Regression Analysis Results
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	71.888	2	35.944	21.104	.000 ^a
Residual	59.612	35	1.703		
Total	131.500	37			

a. Predictors: (Constant), Work Conflict, Compensation

b. Dependent Variable: Performance

Sumber : Hasil Olahan SPSS Versi 24

Dari hasil perhitungan F_{hitung} sebesar 21,104 dan F_{tabel} dapat dilihat dengan tingkat signifikan 0,05 dengan $df_1 = (\text{jumlah variabel} - 1)$ atau $3 - 1 = 2$, dan $df_2 = (n - k - 1)$ atau $38 - 2 - 1 = 35$, hasil yang diperoleh untuk F_{tabel} sebesar 3,27.

Berdasarkan uji F tersebut menunjukkan bahwa $F_{hitung} > F_{tabel}$ yaitu $21,104 > 3,27$, maka H_0 ditolak H_a diterima. Jadi dapat disimpulkan bahwa kompensasi dan konflik kerja secara bersama – sama berpengaruh terhadap kinerja karyawan bagian collector PT Adira Dinamika Multi Finance Tbk Pekanbaru.

Koefisien Korelasi dan Koefisien Determinasi
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739 ^a	.547	.521	1.305	2.220

a. Predictors: (Constant), Konflik, Kompensasi

b. Dependent Variable: Kinerja

Sumber : Processed Results SPSS Version 24

The result of the coefficient of determination is 0.80, the coefficient of determination (R Square) is 0.547. It means that the ability of the independent variable to explain the variance of the dependent variable is 54.7%. It means that there is 55.3% of the variance of the dependent variable which is explained by other factors.

CONCLUSION

Based on the results of research and discussion that has been carried out, the authors can draw the following conclusions:

1. Partially (t test) it can be seen that all independent variables, namely compensation (X_1) and work conflict (X_2) have a significant effect on employee performance (Y) in the collector section at PT Adira Dinamika Multi Finance Tbk Pekanbaru. This means that the hypothesis is proven.
2. Partially (t test) shows that the most dominant influence on employee performance (Y) in the collector section of PT Adira Dinamika Multi Finance Tbk Pekanbaru is work conflict (X_2), which has the largest partial test value (t test).
3. Simultaneously using the Fcount test, it is shown that the compensation variable (X_1) and work conflict (X_2) have a significant effect on the performance of employees (Y) in the collector section at PT Adira Dinamika Multi Finance Tbk Pekanbaru. This means that the hypothesis is proven.

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