

RINGKASAN

Pengaruh Sistem Kompensasi terhadap Motivasi dan Kinerja karyawan di PT. Batamindo Investment Cakrawala Batam

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Sumber daya manusia merupakan salah satu faktor yang mempunyai banyak sisi dalam suatu organisasi perusahaan, dua sisi terpenting diantaranya pertama adalah tuntutan akan kinerja karyawan dalam kaitannya dengan *output* suatu organisasi perusahaan, dan kedua adalah tuntutan akan pemenuhan kebutuhan karyawan dalam menunjang aktivitas melaksanakan tugas yang dituangkan dalam kesepakatan kerja bersama antara perusahaan dan karyawan, dan dijelaskan dalam bentuk hak dan kewajiban masing-masing pihak.

Dengan terpenuhinya kebutuhan material dan spiritual serta tuntutan tugas yang harus dilaksanakan atau merupakan hak dan kewajiban seorang tenaga kerja, akan tercipta keseimbangan yang akan dapat menjaga kinerja, dorongan akan peningkatan pemenuhan kebutuhan, dan akan dapat meningkatkan produktivitas kerja karyawan.

Tingkat produktivitas dan motivasi kerja yang di miliki karyawan PT. Batamindo Investment Cakrawala umumnya cukup baik, namun semenjak krisis ekonomi melanda Indonesia dan hampir diseluruh dunia yaitu sejak tahun 1998, diikuti dengan krisis politik dan keamanan diseluruh penjuru Indonesia, mengakibatkan kondisi ekonomi, sosial dan politik menjadi tidak menentu. Didorong lagi dengan anjloknya nilai tukar rupiah hingga beberapa kali lipat. Hal ini mengakibatkan redahnya daya beli karyawan. Dengan rendahnya daya beli maka mengakibatkan turunnya semangat dan motivasi kerja karyawan di dalam melakukan tugas sehari-hari. Dengan turunnya semangat atau motivasi kerja karyawan maka pada akhirnya tingkat kinerja karyawanpun ikut merosot. Dengan merosotnya kinerja karyawan maka menimbulkan inefisiensi yang dapat mengakibatkan menurunnya keuntungan perusahaan.

Disisi lain dengan menurunnya nilai tukar rupiah mengakibatkan menurunnya daya beli dan juga mengakibatkan menurunnya tingkat kesejahteraan karyawan. Sehingga meskipun pendapatan terendah karyawan PT. Batamindo Investment Cakrawala berada diatas Upah Minimum Regional (UMR) kota Batam, namun rasanya tidak dapat banyak menolong mereka, sehingga muncul keluhan-keluhan akan ketidak puasan karyawan terhadap ketetapan didalam menentukan UMR dan bahkan timbul keresahan-keresahan disana-sini, yang menuntut agar dilakukan peninjauan kembali terhadap Upah Minimum Regional (UMR) di Pulau Batam. Dari banyaknya gejolak yang ditimbulkan oleh tenaga kerja, maka banyak perusahaan merasakan fenomena ini yang akhirnya untuk menghindari hal-hal yang tidak diinginkan terhadap aset yang mereka tanam disini, maka mereka merelokasikan perusahaannya kenegara lain, akibatnya saat ini perusahaan yang tinggal sekitar 85 %, dengan jumlah karyawan menjadi 75%, atau terjadi penurunan sekitar 20.000 orang tenaga kerja.

Kemajuan sebuah organisasi / perusahaan, baik yang bergerak di sektor swasta maupun pemerintah sangat tergantung pada cara mengelola dan perilaku organisasi, termasuk unsur, struktur, maupun manajemen sumber daya manusianya. Perusahaan yang melakukan kajian secara tajam, mendalam dan berkesinambungan

untuk memutuskan hal-hal strategis mengenai perilaku organisasinya akan dapat beroperasi secara lebih efektif dan efisien.

Untuk meningkatkan kembali motivasi kerja dan kinerja karyawan, perlu diadakan suatu pengembangan sistem kompensasi yang proporsional, sistem kompensasi yang diharapkan dapat banyak membantu semua pihak, baik pihak karyawan maupun pihak perusahaan.

Tujuan peninjauan kembali sistem kompensasi dimaksudkan untuk mendorong atau meningkatkan motivasi kerja dan kinerja karyawan. Dengan diberikannya kompensasi yang proporsional diharapkan akan mengakibatkan meningkatnya motivasi karyawan, dan pada gilirannya dengan meningkatnya kompensasi dan motivasi kerja diharapkan kinerja karyawan di perusahaan ini akan lebih baik lagi. Kondisi yang demikian itu akan dapat membawa suasana kerja yang *favorable* sehingga mendorong minat investor untuk menanamkan modalnya itu di Batam. Dengan banyaknya investor yang kembali menanamkan modalnya di kawasan ini diharapkan penerimaan perusahaan akan meningkat, yang pada akhirnya juga diharapkan laba perusahaan akan meningkat. Dengan meningkatnya laba perusahaan maka diharapkan bonus dan insentif yang diberikan kepada karyawan akan lebih baik. Sehingga hal ini akan dapat menjaga semangat kerja (motivasi) dan lebih meningkatkan lagi kinerja Karyawan. Di sisi lain dengan semakin bertambahnya investor yang tertarik dan berminat menanamkan modalnya di sini, akan meningkatkan kembali lapangan pekerjaan dan suasana kerja yang menyenangkan dalam kawasan industri ini.

Dalam kondisi krisis yang berkelanjutan dan keadaan daya beli karyawan yang rendah mengakibatkan merosotnya semangat kerja (motivasi kerja) karyawan. Akibatnya menimbulkan gejala-gejala ketidakpuasan karyawan ditandai dengan munculnya serikat-serikat yang dibentuk oleh karyawan, dan pertanyaan-pertanyaan yang diajukan oleh karyawan kepada manajemen. Meskipun hanya sebagian kecil karyawan perusahaan yang diketahui mengikuti aktivitas ini, namun hal ini cukup dapat digunakan alasan oleh pihak penyewa (*tenant*) untuk berwaspada atau berjaga-jaga bilamana hal ini juga menimpa perusahaan mereka. Untuk mengantisipasi hal ini dan meningkatkan kembali motivasi kerja karyawan dalam lingkungan perusahaan ini maka perlu diambil suatu tindakan yang sesuai. Selanjutnya diharapkan langkah yang diambil tersebut akan mampu meningkatkan semangat/motivasi kerja untuk pencapaian tujuan dan sasaran perusahaan, semangat untuk mencapai prestasi kerja, rasa tanggung jawab, etos kerja dan disiplin kerja yang baik.

Demikian pula halnya dengan peningkatan motivasi kerja karyawan diperkirakan berdampak pada peningkatan kinerja yang akhirnya akan berpengaruh kepada produktivitas, dan kualitas kerja karyawan, yang selanjutnya akan berdampak pada perbaikan tingkat efisiensi, efektivitas perusahaan.

SUMMARY
An Effect of Compensation on Employee's Motivation and Performance in
PT. Batamindo Investment Cakrawala Batam

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The human resources constituted one of some factors having a vital aspect within the organization. Two aspects of the human resources were the demand for the employee performance regarding the company output and the demand for the employee's need satisfaction in undertaking their tasks as contained in the working agreement between the company and employees and explained in the form of the rights and obligation of each party.

The satisfied material and spiritual needs, as well as the presence of the task demand to be undertaken or the rights and obligation of the employee, created a balance which could maintain performance, encourage the needs satisfaction and heighten the employee productivity.

In general, the employee productivity and motivation in PT. Batamindo Investment Cakrawala were good enough. However, since the economic crisis attacked Indonesia and almost all countries beginning at 1998, followed by political and security crisis throughout Indonesia bringing about some uncertainty in the economic, social and political conditions, the company condition was also much influenced by such a global crisis. This was further driven by several fold-decreases in Rupiah exchange rate. This caused the low purchasing power of employees. The decline in purchasing power in fact resulted in reduction in the employee's working morale and motivation in undertaking their daily tasks. This ultimately in turn produced a decline in the employee's productivity and efficiency leading to the decreased profit.

In addition, the decreased exchange rate of Rupiah currency not only caused the low purchasing power but also reduced the employee wellbeing. Even though the lowest income that the employee earned in PT. Batamindo Investment Cakrawala was still above the minimum regional pay (UMR) of Batam City, but this income didn't much help them in dealing with their daily needs which also increased accordingly. Thus, some complaints existed regarding the employee dissatisfaction about UMR determination. This even caused the employees demanded the competent authority to review the UMR in Batam City. As a consequence of the turmoil and

turbulence provoked by the worker demands, many employees experiencing this deleterious situation relocated their companies abroad to save their valuable assets. Consequently, the number of company was reduced by 15% where number of employee also decreased by 25%, or accounted for a reduction of 20,000 workers.

A progression of organization/company, both private and state-owned ones, was heavily dependent on how the management managed their company and organization behavior, including some elements, structures and human resource management. The company which conducted an in-depth study in sustainable manner regarding their organization behavior would operate more efficiently and effectively.

To restore the employee motivation and performance, the well-defined compensation system should be developed. It was expected that the proportional compensation could help some people involved in the company, that is, the employee and the management.

The compensation system should be reviewed to encourage or expand the employee motivation and performance. Thus, the proportional compensation was expected to have a positive impact on the improved motivation. With an improvement in compensation system and the increased motivation the employee productivity would be much better. This condition would produce a favorable atmosphere at workplace. This in turn would invite many investors to invest their funds in Batam City. The significantly growing number of investors who reinvested their funds might expand the company revenues, substantially contributing to an increase in profit. This of course raised an increase in bonus and incentives given to employees, making their morale (motivation) and productivity remain high. Furthermore, the more number of investors who invested their money in Batam would generate new employment opportunities and also create a pleasing atmosphere at work in the industrial areas.

The lengthy economic crisis and diminished purchasing power of employees resulted in deterioration in the employee motivation. As the result, dissatisfaction existed among employees characterized by an emergence of some labor unions established by workers, and they raised some critical questions to the management. Although only small number employees who engaged in this activity, the tenants felt afraid when the same situation occurred in their companies. To anticipate this

condition and increase further the employee motivation at work, some necessary measures should be taken. These measures were expected to produce a positive effect on the employee motivation in accomplishing the company's objectives and targets, in strengthening the good performance, the accountability, the work ethos and the good work discipline.

Similarly, the improved motivation would bring about an increase in the employee performance that in turn extended the productivity and the work quality of employee generating an ample impact on improved efficiency and effectivity.

ABSTRACT

An Effect of Compensation on Employee's Motivation and Performance in PT. Batamindo Investment Cakrawala Batam

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Corporation basically aims at obtaining economic's profits. To achieve the aims primarily in facing the global market and economic crisis condition, the corporation is inevitably required to increase its competitiveness in occupational creativity, the qualified products, more effective and efficient management system, more professional manpower's ability, and more adaptable employees towards the domestics and global changes.

For this purpose, companies are admitted to be able to increase an efficiency in management and profit of company thought it possibility has problem in human resources. The objective of this study was to observe analitically the relationship among compansation system, work motivation and performance of the employees in PT. Batamindo Investment Cakrawala.

Sampling was conducted by using stratification random sampling technics. The reposndent taken as samples were comprised 132 persons from excutive and non axcutive staffs of PT. Batamindo Investment Cakrawala. The biggest industrial estate management company in Batam island. The data succesfully collected and analyzed by using statistics analysis technics with Structural Equation Modelling (SEM) in complete model.

The results of study succesfully founded were : (1). The compensation system had insignifcan influence towards performance of employees, (2). The compensation system had insignificant influence towards work motivation of employees, (3). The work motivation had significant positive influence towards performance of employees.

This is consider that Batamindo has relatively high take home pay to employees. Some factors of works motivation significantly influence the perfoemance of employees are goal achivemvent, work prestige, works ethics, and work environmental condition.

The study showed that occupational stress cause by low work motivation of employees, and the low work motivation cause by lack of enthusiasm for the job, and management. To maintenance and increase employees work motivations, magement should properly manage the employees such as well as stick and carrot management or managemen by objective.

Key words : Compensation system, work motivation, performance, goal achievement, work prestige, work ethics, work environmental condition, productivity, quality, effectivity, efficiency, Stick and carrot management, management by objective.