



The Influence of Compensation and Work Motivation on Employee Productivity at The Naura Seafood Frozen Sidoarjo Store

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ABSTRACT

To increase profits for the company, a highly motivated workforce is needed. Profits will increase if supported by good worker productivity. Achieving these goals depends on the policies taken by the company. However, on the other hand, workers' work productivity decreases due to low work motivation and compensation that is relatively only sufficient for workers' basic living needs; this results in targeted production not being achieved according to the targets set. Company, regarding goals. This research aims to determine (1) the compensation provided by the Naura Frozen Seafood Shop in Sidoarjo, (2) the work motivation of workers at the Naura Frozen Seafood Shop in Sidoarjo, (3) work productivity at the Naura Frozen Seafood Shop in Sidoarjo, and (4) the influence of compensation and motivation both collectively and individually on work productivity at the Naura frozen seafood shop in Sidoarjo. The method used is descriptive and an expansive survey of the Naura Seafood Frozen Sidoarjo shop workers analysis unit. Sampling used a simple random sampling method with a sample size (n) of 85 workers. The type of research in this research is causality, the time horizon in this research is cross-sectional, and the analysis methods used are frequency distribution and path analysis. The findings of this research are that compensation and motivation both jointly and individually influence the work productivity of workers at the Naura Seafood Frozen Sidoarjo shop. However, partial motivation is more dominant in influencing work productivity than compensation.

Keywords: *Work Compensation, Motivation, and Productivity*

INTRODUCTION

The level of economic efficiency primarily determines the existence of the Indonesian economy in the global economic environment. This is in contrast to the phenomenon of the Indonesian economic crisis, which shows weak economic fundamentals and low levels of efficiency. The significance of the role of the industrial sector in the Indonesian economy in creating national economic competitiveness is challenging to increase, except for several small and household industries that generally still use imported raw materials. The depreciation of the rupiah against the United States dollar is detrimental to production activities, both increasing production costs and causing bankruptcy. The phenomenon of several companies reducing volume or stopping their business activities is widespread, including in West Java. Even West Java was hit hardest, considering that foreign and domestic investment was concentrated in this province. Nearly 60 percent of the manufacturing industry is in West Java, so the national economy is greatly influenced by the performance of industry in this area (West et al. Agency, 2009: 235). The picture obtained shows that the company operating in the food and snack sector, Sidoarjo Frozen Seafood Shop, is a company located in Bandung Regency that needs help in maintaining and increasing sales results. Failure to maintain and increase sales results is something that really disrupts company performance. This is normal because sales results are an essential component of company performance. If this happens, the company will experience difficulty in maintaining and developing internal resources and advantages (Day and Reibstein, 1997: 53). Companies that cannot maintain and develop internal resources and advantages are threatened with bankruptcy. According to Sucherly (2004:2), the existence of textile companies and textile products (TPT) is very dependent on several forces that exist in the market where the TPT company operates. The picture obtained shows that the company operating in the

food and snack sector, Sidoarjo Frozen Seafood Shop, is a company located in Bandung Regency that needs help in maintaining and increasing sales results. Failure to maintain and increase sales results significantly disrupts performance considering the importance of maintaining and increasing sales results, so companies operating in the food and snack sector, Naura Frozen Seafood Shop Sidoarjo, are required to be able to formulate and implement appropriate strategies, both at the business unit level and at the business unit level. Functional. The demand to redefine and revitalize the above strategies is in line with the dynamic changes in the food and snack environment.

In utilizing existing resources in a company, a workforce with high work productivity is needed, which is characterized by technical skills and high dedication to achieving company goals. Workers will have work motivation if their needs have been met because, basically, the goal of a person working is to fulfill their needs in the hope of receiving rewards in the form of wages/salaries and incentives. Humans work not only to maintain their survival but also to achieve a better life. As stated by Smith & Wakeley (1972) in Moh. As'ad (1999: 47): "A person is encouraged to move because he hopes that this will lead to the current situation." So work is a form of activity that aims to obtain satisfaction. This does not mean that all activities work; it depends on the motivation underlying the activity. As explained above, employees work to fulfill needs, and the needs that exist in employees vary, such as motivation theory: Maslow's "hierarchy of needs" in Gibson (2003: 340) which states that "human needs consist of five levels (hierarchy), namely: physiological, security, social and self-esteem and self-actualization.

This theory states that a person will be motivated to fulfill a higher level of need if the previous or lower need is met. At the Naura Frozen Seafood Shop in Sidoarjo, which is a purely private company, the workforce at the lowest level in the organizational structure fulfills the first level of needs, namely physiological needs (physical needs).), such as clothing, food, shelter, and individual welfare, so that they work expecting adequate compensation. Apart from compensation, to increase work productivity, workers need strong work motivation to increase job satisfaction. With workers, another critical factor that must be designed as well as possible to improve employee performance is compensation (Hasibuan, 2007, p. 166). Likewise, Ruky (2004: 69) states that two critical factors that influence employee work productivity are motivation and compensation). Workers will have work motivation if their basic needs, such as clothing, food, shelter, and the welfare of individuals and their families, have been met. For employees to meet their physical needs requires quite a large amount of money because, basically, the purpose of a person's work is to fulfill their needs in the hope of getting rewards for their work. Humans work not only to maintain their survival but also to achieve a better standard of living. Thus, workers will have work motivation if their life needs have been met by Maslow's level of needs because work is to fulfill their needs for a good standard of life. According to Luthans (1992: 147), who states: "Incentives, at the end of the motivation cycle, are incentives which is defined as anything that will relieve a need and reduce an urge, so that the achievement of an incentive will tend to restore physiology. and psychological balance and will reduce or cut the drive. Eating food, drinking water, and getting friends will tend to restore balance and reduce the corresponding drivers, food, water, and friends are incentives in these examples." Simamora (2002: 629) states that incentive compensation is a compensation program that links salary with productivity to increase employee productivity and achieve competitive advantage. So, the Compensation program pays individuals or groups for what they produce. Dessler (2002: 140) argues that the use of financial compensation is financial compensation paid to workers whose production exceeds predetermined standards, so that. is not new, and consists of the following types of compensation: individual compensation programs, group compensation programs, profit sharing plans and gain sharing programs. Furthermore, Siagian (2002:268) suggests that the Compensation system encourages higher work productivity and is classified into two main groups, namely the Compensation System at the individual level, such as "Piece Work," production bonuses, commissions, "maturity" curves, and compensation for executives. Meanwhile, the compensation system at the group level includes, among other things, production compensation, profit sharing, and cost reduction.

Meanwhile, Davis and Newstrom (2002: 135-134) state that compensation is reminiscent of individual, group, or organizational achievements, which include wage cuts, commissions, bonuses, profit-making, and production. Meanwhile, Robbins (2009:246) believes that the compensation system contains the same meaning as variable wages, namely part of an employee's salary based on individual or organizational performance measures. Variable wages consist of wages based on deductions, bonuses, and profit sharing. From these various opinions, the Compensation System is compensation given to employees based on work performance and aims to reduce their negative actions such as corruption, lack

of discipline, frequent neglect of duties, and easing the necessities of life.

The study aims to address these challenges by formulating and implementing appropriate strategies at both the business unit and functional levels, especially for companies in the food and snack sector, such as Naura Frozen Seafood Shop Sidoarjo. In the competitive environment of food and snacks, high work productivity characterized by technical skills and dedication is essential. Workers are motivated when their needs, as outlined by Maslow's hierarchy of needs, are met, including physiological, security, social, self-esteem, and self-actualization needs. Adequate compensation and strong work motivation are necessary to enhance productivity and job satisfaction. The study aims to explore the role of incentives and compensation programs in increasing employee productivity, reducing negative actions, and improving overall company performance. By addressing these issues, the study seeks to provide insights into strategies that can help maintain and improve sales and performance in the Indonesian food and snack industry.

METHOD

This research uses a mixed quantitative research method because it examines hypotheses and descriptive methods to obtain results regarding the problem formulation and research objectives in a comprehensive and in-depth manner. Quantitatively, this research design uses an explanatory survey as a form of scientific research, which collects information and data from respondents using a questionnaire from a sample that represents the entire population. This research uses a quantitative approach that tests hypotheses built from predetermined theories. The hypothesis in this research is tested by analyzing data that has a direct influence on the independent variables. The hypotheses tested are "compensation of civil servants" as the first influencing variable (x1), "civil servant development" as the second influencing variable (x2), and "supervision of civil servants" as the third influencing variable (x3) and "worker performance" as the dependent variable (y). The aim is also to analyze the influence of the independent variable on the dependent variable and how each variable influences it, then analyze the influence of one variable on other variables. This research data was obtained using a list of questions (questionnaire) that were asked of respondents. The respondents were several workers at the Naura seafood and frozen shop in Sidoarjo city who were related to compensation, coaching, supervision, and worker performance. The answers to the questionnaire are the primary information from this research. Then, scoring was carried out on the respondents' answers from the questionnaires given, and they were tabulated and processed using Statistical Package Social Science (SPSS) version 11.5.

RESULT AND DISCUSSION

The data analysis used is descriptive statistical data. Data analysis emphasizes the correlation between variables, which focuses on the description or explanation of these variables. By looking at the correlation between research variables, it is hoped that the four variables or substances studied can be understood. Similar to the research objectives, data analysis was carried out using Structural Equation Modeling. This model is a series of statistical techniques that allow testing a series of complex and simultaneous relationships. In the Structural Equation Model, a variable that is not influenced by other variables is called an exogenous variable or independent variable, while another variable that is influenced by another variable is called an endogenous variable or dependent variable. In this research, compensation is an exogenous latent variable (ξ_1), civil servant development is an exogenous latent variable, and supervision of civil servants is an exogenous latent variable, while civil servant performance is an endogenous latent variable.

There are 10 indicators in compensation as latent variables. Namely satisfaction with basic salary (X1), satisfaction with take-home pay (X2), suitability of salary with performance risk (X3), bonus (X4), bonus given fairly (X5), fairness and suitability of bonus (X6), position allowance (X7), child support (X8), fairness in promotions (X9), and work facilities (X10). The exogenous variable civil servant development (ξ_2) has three sub-latent variables. Namely, physical quality, increased mental development, and achievement of 112121 goals in accordance with 9 indicators. They are nutrients that the body needs (X11). More extended level of life (X12), adequate level of education (X13), security in social, economic, cultural, political, religious, etc. life (X14), security assistance protected from vital freedom (X15). Furthermore, indicators for the development of civil servants are indicators of increasing the abilities of civil servants (X16), increasing the skills of civil servants (X17), increasing civil servants (X18), and improving the quality of civil servants (X17). WORKERS' ability to be more efficient and effective in

achieving program targets (X19). The exogenous variable supervision of civil servants (ξ_3) has 9 indicators. Namely implementation of performance according to target (X20), work permit (X21), permission to use facilities (X22), willingness to sacrifice personal time (X23), willingness to obey superiors' orders (X24), willingness to perform morning ceremonies (X25), awareness to avoid collusion, Corruption and Nepotism (X26), ability to submit and obey (X27), and willingness to cooperate (X28).

The questionnaire is structured in the form of closed questions based on a rating scale with five alternative answers. Each answer is given a score on this scale: 1. Answer A: The score given is 5; 2. Answer B: The score given is 4; 3. Answer C: The score given is 3; 4. Answer D: The score given is 2; 5. Answer E: The score given is 1. The scores are weighted in each category with the same answer to get a score (Table 1). The endogenous variable performance (η) and its constituent components are salary (Y1), achievement (Y2), level of satisfaction (Y3), job satisfaction (Y4), quality (Y5), amount of work (Y6), lots of work (Y7), commitment work (Y8), and work effectiveness (Y9). Next, a framework that explains the cause-and-effect relationship between variables is used, and it is explained in a path diagram. In addition to being a visual perspective of correlation relationships, path diagrams also allow researchers to present possible relationships between constructs (e.g., relationships between independent and dependent variables) and also to combine relationships between constructs and indicators.

The validity of this research is used to measure the validity of the questionnaire regarding the variables of compensation, coaching, supervision, and performance of civil servants in Sidoarjo City Management. The validity of the instrument is tested using the Product Moment correlation. If the correlation coefficient is positive and more significant than 0.3, the instrument is valid. To find out whether the questionnaire is valid or not, the r_{xy} (r-count) achieved is consulted with the Product Moment r-table at a significance level of 5% or a confidence level of 95%. If $r\text{-count} > r\text{-table}$, then the questionnaire is valid. If $r\text{-count} < r\text{-table}$, then the questionnaire is invalid. The research questionnaire on compensation, coaching, supervision, and performance of civil servants in Sidoarjo City Management, which was asked 42 questions, was researched on 20 samples of civil servants in Sidoarjo City. The results were then analyzed using the Product Moment validity test with SPSS software. The results of the 42 questions in the questionnaire, with an error rate of 5% and a confidence level of 95%, showed that 4 questions out of the 42 questions asked were invalid, so they were removed from the questionnaire. Reliability is the accuracy of a measuring instrument in measuring something and shows the level of reliability of a tool in collecting data. This means that every time we use a measuring instrument, the results are the same (Sugiyono, 2016). Cronbach's Alpha coefficient was used to determine the level of reliability of the instrument on compensation, coaching, supervision, and performance of civil servants in Sidoarjo City Management. If the alpha value is > 0.6 , then the instrument data is reliable.

A construct or variable is said to be reliable if the Cronbach Alpha value is > 0.6 (Ghozali & Fuad, 2008). According to Hair et al. (2009), reliability measurements for Structural Equation Models can be carried out using composite/construction reliability measures. It is said to be reliable if the construct reliability is > 0.70 and the variance extracted value is > 0.50 . The reliability test result in this research was 0.986. This means that the instrument (civil servant questionnaire at the Naura seafood frozen shop in Sidoarjo City) is reliable. The data normality test uses the Z test from the data distribution of Skewness values at a tolerance level of 5%, and the results can be seen in Table 1. In Structural Equation Model analysis, there is no single statistical measuring tool to measure or test the hypothesis of the model. So, I used some goodness-of-fit indices to measure the correctness of the model. Some statisticians have different views and recommendations about model fit indicators, for example, p-value, Chi-square, Root Mean Square Error for Approximation (RMSEA), and Goodness of Fit Index (GFI). Based on Table 2, the suitability model analysis of the Structural Equation Model is as follows. The Chi-square (X2) value is 5185.11 with $p = 0.00000$. This probability value is < 0.05 , so this model does not fit the Chi-square likelihood ratio statistic. The model chi-square (X2) must be smaller than the table value related to degrees of freedom (DF). X2 is used to measure overall goodness-of-fit, so the smaller the X2, the better the model will be checked. X2 tends to be sensitive to the sample size used and is always related to DF to obtain relative X2. Hair et al. (1998) revealed a model whose validity can be accepted by meeting specific criteria, such as the Root Mean Square Error of Approximation (RMSEA) must be less or equal to 0.08 (RSMEA 0.08), $p\text{-value} > 0.05$. The RSMEA value is the most informative model fit indicator (Miller, 2002). In this study, the RSMEA value was 0.1. This value shows that the model, although not very fit, is quite reasonable and needs to be included in the rejected category (Ghozali & Dan Fuad, 2008).

Another measure is the Goodness of Fit Index (GFI), which states that a model is said to be good if it has a GFI of 0 and 1. If the value is close to 0, the model is not suitable. If the value is close to 1, the model is fit. The Goodness of Fit Index (GFI) in this study was 0.42, and the value was included in the Marginal Fit category. So, the model is already fit according to the model fit rules, so there is no need for any modifications. This means that the model prepared theoretically is supported or in accordance with empirical data in the field. The recommended acceptance level is when the AGFI has a value equal to or greater than 0.90. The AGFI value in this study was 0.35. This result is included in the marginal category. It is not included in the very suitable category because only values close to 0.90 can be included in that category. Non Normed Fit Index (NNFI) ranges from 0 to 1. The NNFI value from the results of this study is 0.23, which is indicated as Marginal Fit (Wuecnsch, 2009). The exogenous latent variables in this research are compensation, development, and supervision. Each variable is expected to show how much influence it has on the performance of civil servants in Sidoarjo City Management. Based on the research results show that compensation has a significant effect at a 5% error rate on performance of 5.16. This shows that the compensation given by Sidoarjo city management to civil servants is able to motivate them to improve their performance, even though the amount of compensation given to these employees could be better. Observation results show that low worker welfare has a negative influence on performance behavior (novelty). These findings are strengthened by information from interviews. One of the causes of the low performance of civil servants in Sidoarjo city management is the low welfare of civil servants. It is not easy to increase the professionalism of civil servants at the Naura frozen seafood shop in Sidoarjo city because it always conflicts with the availability of the state budget. The amount of compensation or reward also influences individual performance, because the greater the reward an individual receives, the better the performance he will show. Basically, every employee in any position needs appreciation from the state and recognition from other people for their existence as individuals. This fact is supported by the results of in-depth interviews with informants. The rewards given to Sidoarjo city management civil servants are not only in the form of financial (salary and allowances) but also in the form of promotions, car or shuttle facilities, certificates, and certificates as thanks, the mechanism for which is given is stated in the regulations. Sidoarjo city area or mayor regulations. The welfare of civil servants at the Naura seafood shop in the frozen city of Sidoarjo is one of the organizational challenges because equality must be built, both internally and externally. Theoretically, the relationship between rewards in the compensation system and the performance system for civil servants in Sidoarjo city management is significant. The higher the compensation given to workers, the higher the employee performance satisfaction (*ceteris paribus*) (Sidoarjo et al., 2016).

This triangulation shows that the increasing level of satisfaction of civil servants in Sidoarjo City will increase the enthusiasm of civil servants to achieve high performance because the rewards given are not the same for all employees but are based on performance (internal equity). If this is managed well, compensation will not only help the organization to achieve its goals but also to maintain, maintain, and care for workers optimally. On the other hand, with proper and adequate compensation, workers will express themselves with low-performance motivation and are likely to leave the organization (moving to another institution) as a form of resistance. Compensation in this research is the cleanliness or maintenance factor. extrinsic factors, the source of which comes from outside the employee. This disrupts workers' behavior in life and efforts to improve performance. In this regard, Kadarisman (2017) stated that compensation issues always attract significant attention from every employee. This is because compensation is a source of income because the contribution of their education, skills, and performance is one element of performance satisfaction in an institution. Satisfaction with the compensation obtained from an employee is the main element of employee performance satisfaction. That is, the more satisfied an employee is with his compensation, the more satisfied he will be with his performance, and vice versa.

The main element that will influence a civil servant's satisfaction with his compensation is the fairness he feels from the compensation he receives. Things that need to be elaborated in depth are that to improve the performance of civil servants in the city of Sidoarjo; organizations need to pay attention to the main factor, namely human resources that are truly reliable and professional. Civil servants are a critical element in an organization. Humans are the key elements that organize and control other organizational elements such as finances (budgeting), tools and equipment, and other resources. Therefore, institutions must pay greater attention to employee elements so that employees can be relied on and be able to work professionally and optimally. This form of management attention allows workers to develop, respects employees as humans, not machines, and meets their needs by providing fair and equitable compensation. The same thing was also explained from the results of the FGD. The appropriate

compensation they receive from their performance will influence their performance satisfaction and become an evaluation that describes a person's attitude, whether they are happy or unhappy, satisfied or dissatisfied with their performance. Civil servant job satisfaction is an individual matter because each individual will have a different level of satisfaction according to the value system that applies to him.

The more aspects of the work that are in accordance with the individual's wishes, the higher the level of satisfaction he will feel, and if there are fewer aspects of performance that are in accordance with the individual's wishes, the lower the level of satisfaction he will feel. The high level of job satisfaction of civil servants in the city of Sidoarjo has a significant influence on the organization, namely lower or higher employee performance, delays, and slower employee responses, giving rise to deviant behavior. If employee performance satisfaction is high, it will have an effect on increasing productivity performance, organizational performance will become more effective and efficient, and the level of employee attendance and turnover will decrease (Sommers, 2005).

Satisfaction can be increased through attention and good relationships between leaders and subordinates so that workers will feel that they are an essential part of the organization. Financial guarantees or compensation provided fairly and reasonably will also determine performance satisfaction. Fair compensation in accordance with workers' expectations, salary levels, and skills will lead to job satisfaction (Ruky, 2006). The compensation provided by organizations to workers aims to attract prospective workers, retain competent and professional staff, and increase worker satisfaction so that they are more motivated. Fair and appropriate compensation provided by the organization will stimulate a passion for performance and job satisfaction of civil servants. Fair rewards, or rewards that are perceived to be fair, will determine civil servant satisfaction. According to equity theory, civil servants will feel satisfied if the ratio of input and output is balanced. If the rewards received by employees are felt to be too big or too small, then civil servants will experience difficulties or dissatisfaction. If compensation is perceived as fair, it will lead to performance satisfaction. Comparing reasonable or appropriate compensation with other workers who have the same performance also influences performance satisfaction. This (novelty) finding is similar to the results of Aritonang's research (Aritonang, 2005), which shows that there is a significant positive relationship between compensation and the performance of civil servants. This means that the higher an employee's motivation to get compensation for their performance, the higher their performance will be.

Compensation is significant for civil servants who provide their physical or mental resources to the state and receive remuneration in accordance with applicable regulations where the amount of compensation has been determined and known in advance. Apart from that, if we look at the aim of Sidoarjo city management to achieve public satisfaction in its services, the civil servant budget, as well as other types of expenditure, they are budget components that need to be monitored and controlled in the context of minimizing costs. So, high-efficiency performance can be achieved. On the other hand, workers are of the opinion that compensation is a means of fulfilling various life needs because employee needs continue to increase.

On the other hand, workers also realize that Sidoarjo city management is able to carry out its workload because of the presence and actual performance of workers, so compensation must be received in the maximum amount in order to maximize performance. The results of the triangulation process confirm that conflicts of interest between the state (Sidoarjo city management) and civil servants in guaranteeing income often cause problems. Because the issue of workers' compensation is essential and critical, Sidoarjo city management needs to pay attention to placing it at an optimal balance point and to meet the needs of workers and the state (Sidoarjo city management) so that both parties win and are satisfied. The research results show that coaching civil servants significantly influences the performance of Sidoarjo city management, with a 5% error rate of 3.77, but it has a negative relationship. A negative value (-) can absolutely indicate how much influence the imperfect indicator has on the resulting number. From these results, worker development should have a positive effect on worker performance. However, if non-service training of workers continues to be carried out (without a training needs analysis/training needs assessment), negative impacts are very likely to occur. This means that worker development is less beneficial for the progress of Sidoarjo city management. Therefore, workers need to be involved in worker development planning.

Only force or assign employees to take specific courses and training that they want or need. If so, the results will be less than optimal or even have a negative impact. Sometimes, it will cause performance to decrease. The development of civil servants in organizations must be based on the results of an

assessment of individual or organizational needs. In other words, the development of civil servants must be in accordance with the needs of each individual because those who know precisely what courses or formal education are needed by Sidoarjo city employees or management are the employees themselves. This cannot be forced. Sometimes, training that should be part of employee development only wastes or wastes the state budget, with unclear results. Other facts show that superiors put workers into continuous training because they do not like the employee because the employee is noisy, causes problems, and never completes his work (a form of punishment). The results of the FGD show that training workers at the Naura frozen seafood shop in Sidoarjo City is an important activity that must be carried out by the organization. This has a positive aim for workers as individuals and for Sidoarjo city management. The goal is to have knowledge, abilities, and skills that match their performance demands. Development activities are expected to improve and overcome the lack of performance implementation in accordance with developments in science and technology used by the organization. In worker development, training has an essential role in improving worker skills in accordance with the high level of changing times. Apart from that, worker development can also be done through formal education, namely structured and tiered education. This formal education consists of primary education, secondary education, and higher education (Kadarisman, 2017).

The explanation is supported by the results of in-depth interviews, which state that developing civil servants is an effective way to face challenges, such as the lack of skilled employees, the diversity of civil servants in Sidoarjo city management agencies, changes in previously agreed activity techniques, and worker rotation. In this research, employee development is a process that is intended and related to employee career development. Thus, by doing that, a person will be aware of matters related to their personal career and the steps in their life that contribute to the fulfillment of their career (Kadarisman, 2017). Thus, supervision is the process of measuring and evaluating the effectiveness of civil servants in the city of Sidoarjo and the efficiency of using performance tools to contribute to achieving organizational goals. Measurement in this research is the process of accurately determining both the amount of performance (output) produced by civil servants and the capacity of the organization as a whole. With this measurement, supervisors will act appropriately and reliably. In measuring the results of the performance of state civil servants, it is necessary to create measuring units that are able to carry out their duties correctly and objectively in calculating the performance of each work unit at the Naura frozen seafood shop, Sidoarjo City (Rahman, 2010). The relationship between variables and indicators is as follows. Exogenous and endogenous latent variables are measured using a number of indicator variables (Solimun, 2002).

The explanation is supported by in-depth interviews with informants, which state that employees need to have physical and mental, material and non-material well-being. Well-being, both physical and spiritual, is an essential need for every individual. In this relationship, compensation must not ignore welfare aspects. Increasing worker professionalization must be followed by increasing welfare, both material and non-material. Likewise, by improving workers' welfare, their professionalism must also be improved. From the aspect of material and non-material rewards, it must be acknowledged that this has not provided satisfaction and justice. Even though it is acknowledged that the honor and dignity of workers do not solely lie in material aspects or external symbols, in reality, humans generally judge someone on material aspects and external appearance (Gomolski, 1998). From this side, of course, workers expect a reward system in the form of bonuses or incentives so that they can adapt to adequate, fair, and equal quality requirements. In its implementation, this has reflected internal equity values, and this is new for 1 (one) study. It is realized that this problem is a problem of agency capability and organizational management, which continues to strive to improve worker welfare, and to a certain extent, is felt by many Sidoarjo city management employees. In the future, the right incentives can be realized so that all workers can show complete satisfaction with their performance.

Furthermore, the indicators for civil servant development that provide the most significant contribution are indicators of increasing the capacity of civil servants (x16), increasing the skills of civil servants (x17), and increasing civil servants (x17). x18) of 0.12, which shows an increase in workers' skills, abilities, and attitudes (Weldon, 1999) (arikunto, 2014). One of the goals of employee development is to improve employee skills, abilities, and attitudes so that their performance can be improved and organizational goals can be achieved or even exceeded (Gunawan, 2002). Employee development is an activity that must be carried out at the Naura frozen seafood shop in Sidoarjo so that it matches the abilities, skills, and attitudes of workers to the demands of the job. The results of the research show that with this development activity, there has been an increase in abilities, skills, and attitudes that are

conducive to performance. This means that there is an effort to increase workers' ability to overcome deficiencies in carrying out performance or the workload of the organization, which is increasingly heavy and facing high technology. Thus, worker development is an effective way to face these challenges, including the lack of skilled workers and the diversity of workers in the organization, changes in previously planned technical activities, and worker rotation (Sami'an, 2013). Based on the results of this research, the following is a description of the influence between variables, namely the three independent variables (compensation of civil servants), development of civil servants, and supervision of civil servants and their respective dimensions, on the dependent variable (performance of civil servants) with dimensions.

The development of civil servants will influence the development of the organization, as will the performance manifested in each of its activities. It is the desire of every individual in the agency to be able to develop this public organization, so with the development of the management agency, it will be able to compete and keep up with the progress of the times. The progress of public organizations is influenced by internal and external environmental factors, which include environmental factors, namely internal civil servants, who are organizational (state) assets. Training and development of new or old civil servants in public organizations is one of the activities to adapt to changes and developments in civil servants. Therefore, it is necessary to carry out an assessment of the work results (performance assessment) that have been carried out by civil servants; this will also improve their work performance. The performance of civil servants is influenced by the various personal characteristics of each individual. In today's competitive and global developments, management organizations need high-performing and dedicated civil servants who are truly professional in carrying out their duties. At the same time, workers need feedback on their performance as a guide for their future actions, so an objective assessment is needed that describes worker performance. The results of the performance assessment can show whether civil servants have met the desired demands of the management agency, both in terms of quality and quantity. Information in assessing the performance of civil servants is a reflection of the development or failure of an organizational unit. Apart from that, providing education and training in management agencies to civil servants, which is closely related to work performance, is how to ensure that civil servants can work well and efficiently. Assessment of the effectiveness of development programs carried out by management agencies to improve work performance is also no less important to pay attention to because, with this assessment, the management agency will know more widely the strengths and weaknesses of existing employees during training. In addition, there is a need for supervision of the running of the management organization, which is correlated with the performance of civil servants. With the supervision given to civil servants, their performance can be improved so that civil servants receive learning that can improve their competence, attitudes, and behavior in carrying out their duties and responsibilities as state officials who serve the community and uphold the vision, mission, and goals of the management agency

CONCLUSIONS

Worker compensation has a significant influence, namely a 5% error rate on performance, namely 0.61. There is also an indicator that forms the compensation variable that makes the most significant contribution here, namely the x5 indicator of 0.86, which is about fairness in giving bonuses. This shows that the compensation given to civil servants has been proven to be able to maximize their performance, even though the amount of compensation given to civil servants is different from expectations. The higher level of satisfaction of civil servants in the city of Sidoarjo increases the enthusiasm of civil servants to achieve high performance because the compensation given is not the same but is based on the performance that can be demonstrated by each employee (internal equity). If this is managed well, this compensation can help organizations achieve, obtain, maintain, and retain civil servants optimally. On the other hand, without adequate and adequate compensation, existing workers will not only express themselves in the form of low-performance motivation but may also leave the organization (moving to another institution) and so on as a form of resistance. There is a significant influence between the development of civil servants in Sidoarjo city management and performance, with a 5% error rate of 3.77, but there is a negative relationship between the two.

Value (-) can be an absolute indicator of the imperfect influence of the resulting numbers. Thus, worker coaching should have a positive influence on worker performance; however, if worker coaching is carried out without adapting to the needs of the organization or the needs of workers, this can have a

negative impact. This means that worker development is less beneficial for the progress of workers and also the progress of Sidoarjo city management, so worker development must be based on the needs of each worker or organization (developing a needs assessment), which cannot be generalized. The results of the investigation show that workers need to be involved, starting from development planning in a transparent manner and without coercion. For example, assigning workers to take part in particular education and training, but the workers do not need the training material/substance. This condition will result in less-than-optimal results or have a negative impact. Sometimes, it has an impact on reducing performance, especially since the aim of involving workers in training in certain matters is as a form of punishment. Monitoring performance has a significant effect with an error rate of 5% or 4.84 but has a negative relationship. A negative value (-) can absolutely indicate an imperfect indicator of the influence of the resulting number. This means that civil servants are supervised by the Naura frozen seafood shop in Sidoarjo City, which is essential to maintaining the organization. This is used to motivate civil servants to discipline themselves in carrying out their duties individually and in team performance. Supervision is also helpful in educating civil servants to obey and enjoy the rules, Kadaris man, Cogent Psychology (2019).

The investigation results show that supervision is an activity carried out to control the implementation of work carried out by employees so that the work process is according to the plan and desired results. However, supervision can also negatively impact if it is carried out with incorrect objectives and without facts; for example, in particular, things are intended to find fault. Civil servants, but actually, this error never occurred. However, control can be harmful with inappropriate and non-factual objectives. For example, it is intended to find fault with an employee, but there was no fault. Sidoarjo city management, which has civil servants with good supervision, can provide several benefits, including fulfilling norms or rules and being consistent with performance enforcement. Improve their performance efficiently and productively. This means that Sidoarjo city management's supervision of workers is essential to maintaining the organization's existence and motivating workers to develop and be disciplined in carrying out their workload. Supervision can educate workers to comply with and enjoy existing rules, procedures, and policies to produce the best performance. Supervision of workers runs very well, providing several benefits, including compliance with applicable norms and consistent enforcement of work discipline. This is also able to increase work efficiency and productivity, which ultimately affects the amount of take-home pay because the amount of income is calculated based on actual worker performance.

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