



The Effect of Motivation, Compensation, and Training on Employee Performance of Owabong Tourism Objects in Purbalingga

Gracia Evania Laviola¹, Hermin Endratno^{2*}, Akhmad Darmawan³, Purnadi⁴
Universitas Muhammadiyah Purwokerto

Corresponding Author: Hermin Endratno herminendratno@ump.ac.id

ARTICLE INFO

Keywords: Motivation, Compensation, Training, Employee Performance

Received: 10 April

Revised : 15 May

Accepted: 18 June

©2025 Laviola, Ebdratno, Darmawan, Purnadi: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aimed to examine how motivation, compensation, and training influence employee performance at the Owabong tourist attraction in Purbalingga. The research used a quantitative approach with a total of 118 employees participating as respondents. The data were analyzed using Multiple Linear Regression Analysis. The results showed that both motivation and compensation had a favorable and significant impact on employee performance. Interestingly, training on its own was found to have a negative effect. However, when considered together, motivation, compensation, and training collectively have a positive and significant influence on performance. From a practical standpoint, the study suggests that the company should place greater emphasis on improving its training strategies and programs to enhance overall employee performance

INTRODUCTION

The tourism sector has become one of the primary economic drivers capable of driving the economic growth of countries across the globe. Several experts argue that tourism is a complex and fragmented sector, whose existence is difficult to measure and define, especially considering the ever-changing trends in tourism. The tourism sector contributes significantly to global economic development and drives the movement of nearly 700 million people worldwide (Putri, 2022).

Human resources are critical to guaranteeing an organization's long-term success (Endratno & Afrizal, 2020). Managing these resources effectively is essential for any organization, as the success of various organizational activities largely depends on the people involved (Salmiati & Endratno, 2023). Essentially, human resources refer to the individuals within an organization who serve as the driving force behind planning, decision-making, and goal achievement. As stated by Yuliani (2019) in her book on human resource management, this field emphasizes the value of the workforce and its significant contribution toward achieving organizational objectives.

According to Putri, Rialmi, & Suciati (2022), tourist destinations not only offer natural beauty, unique culture, and rich history, but also create job opportunities and support the development of local infrastructure. One of the tourism industries in Central Java is Owabong Water Park in Purbalingga.

Owabong is a tourism attraction managed under the local government, with a business focus on offering tourist experiences to visitors. It is located in Bojongsari, commonly known as Owabong Tourism, on Jl. Raya Owabong No.1, Dusun 2, Bojongsari Village, Bojongsari District, Purbalingga Regency. Based on an interview with Yogi Kurniawan, the Marketing Officer of Owabong Tourist Attraction (2024), it was stated that in order to achieve its business goals, Owabong continues to make improvements every year to attract tourists to return in the future. Meanwhile, according to Gogo Nugroho, the HRD of Owabong Tourist Attraction (2024), the performance of internal parties, namely employees of Owabong, is continuously evaluated and improved to enhance the quality of the attraction itself.

The phenomenon observed at Owabong Water Park in Purbalingga, based on surveys and interviews with HRD representative Mr. Slamet Gianto (2025), reveals that employee performance has declined, as indicated by a lack of self-control and self-motivation in their work, leading to reduced job performance.

Darmawan et al. (2020) define performance as the motivation and ability to fulfill job-related tasks. Performance refers to the outcomes of work in terms of quality and quantity provided by an employee, which may be used to judge if the individual's job performance is good or not. According to Wehelmina (2021) in the book on performance management, performance or achievement involves work accomplishments and results, where individuals, groups, or organizations collaborate to align various organizational activities with strategies for developing feedback systems based on pre-designed performance capabilities.

The phenomenon regarding employee performance at Owabong Tourist Attraction shows that some employees feel their performance is already at its maximum, but they do not receive adequate rewards relative to their efforts. This statement was made by Gogo Nugroho, the HRD of Owabong Tourist Attraction (2024). One factor affecting performance is motivation.

In her book on human resource management, Yuliani (2019) claims that motivation is a collection of beliefs and attitudes that persuade people to accomplish particular goals that are in line with their own ambitions. According to Afiyani et al. (2024), highly motivated workers comprehend their responsibilities, work joyfully and enthusiastically without feeling rushed, and are able to do their finest work. Constant support from managers to staff members builds positive connections and motivates workers to actively fulfill their duties. High performance, a strong desire to succeed, and job happiness are characteristics of motivated employees.

Based on an internal interview with Gogo Nugroho, HRD of Owabong Tourist Attraction (2024), this phenomenon also applies to Owabong employees. If this issue is neglected, it will affect employee achievements, resulting in suboptimal performance. Employees who receive motivation and encouragement feel valued, appreciated, and included in organizational activities, fostering commitment and responsibility. Therefore, the core problem lies in the lack of motivation provided to employees, leading to decreased achievement and job performance at Owabong Tourist Attraction.

According to a study by Sembiring (2020), employee performance is positively and significantly impacted by motivation. Other researchers including Hendra (2020), Febrian & Ekowati (2023), Suwardi & Utomo (2011), Rozi et al. (2025), and Putri & Astuti (2022) concur with these findings. On the other hand, research by Regina (2023), Yolanda & Kurnisari (2023), and Pramestya et al. (2023) shown that employee performance is negatively and negligibly impacted by motivation. Compensation is another issue that affects performance.

One way that a business can thank its staff is through compensation. Employee performance may improve or decline as a result. The business must give compensation careful thought and ensure that it is founded on fair, truthful, and solid principles. Employee discontent may result from salary that is viewed as unfair, which may drive away even talented workers. Consequently, productivity and employees' desire to stay with the company are directly impacted by their pay (Subariyanti & Yulianto, 2021). Employee performance is significantly impacted by compensation. Therefore, to guarantee profitability and sustainability, workers' job performance must surpass the cost of compensation paid by the business (Simbolon, 2020).

Based on an internal interview with Gogo Nugroho, HRD of Owabong Tourist Attraction (2024), this phenomenon also applies to Owabong employees, where the compensation provided does not fully match their workload, responsibilities, and expectations. These discrepancies include perceived low base salaries, insufficient benefits, and minimal non-financial rewards. If left unaddressed, this issue may lead to decreased motivation, job dissatisfaction, and ultimately reduced overall employee performance. Employees who feel

unfairly compensated or underappreciated for their contributions tend to lose loyalty, enthusiasm, and commitment to the organization. Therefore, it is essential to further investigate how compensation affects employee performance at Owabong Tourist Attraction to develop appropriate solutions for improving human resource quality.

According to studies by Dahlia & Fadli (2022), Abdurokhim (2020), and Fauzah & Sary (2020), pay significantly and favorably affects employee performance. However, research by Risqiyani (2023) and Faiza & Suhardi (2022) indicates that remuneration has a negligible and adverse impact on performance. Training has an impact on performance as well.

According to Narasaumi & Sunarya (2022), training is a process of employee development, both short-term and long-term, aimed at building productive employees. Tofan (2021) adds that training is focused on improving employee skills and competencies related to their current job responsibilities, with the goal of enhancing individual performance in those roles by creating an environment where employees can acquire specific job-related attitudes, skills, knowledge, and behaviors.

The benefits of training for employees include increased work productivity, improved work quality, better human resource planning accuracy, enhanced morale and motivation, stronger incentives to achieve optimal performance, avoidance of skill obsolescence, and overall employee development.

Based on an internal interview with Gogo Nugroho, HRD of Owabong Tourist Attraction (2024), this phenomenon also applies to Owabong employees, indicating a link between job training and employee performance. However, it remains unclear whether all employees have received adequate training, and whether the type and content of training provided align with their job requirements. In practice, some training may be too general and not focused on enhancing the specific skills needed in the field. Some employees may not have received any training at all. These training inadequacies may result in inefficiency, low adaptability to operational changes, and poor service quality. Therefore, it is crucial to investigate the extent to which training at Owabong affects employee performance and whether the existing training programs are relevant and targeted.

Training significantly and favorably affects employee performance, according to research by Lestari & Afifah (2020), Parta et al. (2023), and Zillah, Husniati, & Aziz (2022). However, studies by Arika (2020) and Sukmawati et al. (2020) discovered that employee performance is negatively impacted by training.

This research is a development of the study conducted by Soegesti and Anggarini (2021), It investigated the effect of remuneration and training on employee performance. The difference in this research lies in the addition of the variable "motivation," adapted from the research by Satria (2021), which found that motivation and transformational leadership affect employee performance.

LITERATURE REVIEW

Theory of Planned Behavior

Ajzen (1985) proposed the Theory of Planned Behavior, which emphasizes how ideas influence an individual's likelihood of participating in various activities. These beliefs are shaped by various unique traits and types of information, ultimately forming a person's behavioral intention. This theory posits that individuals engage in behaviors consciously, driven by interest and enjoyment. Intention is formed by three major components: attitude, perceived behavioral control, and subjective norms.

Employee Performance

Employee performance refers to the outcomes achieved in carrying out tasks and responsibilities according to the standards and procedures set by company leadership, which are aligned with the organization's goals (Primawanti & Ali, 2022).

Mangkunegara (2009), as cited by Budiyanto & Mochklas (2020), defines performance as the qualitative and quantitative outcomes an employee achieves in fulfilling the duties assigned to them.

Perceived Behavioral Control, a key component of the Theory of Planned Behavior, provides insight into an individual's perceived ability to act effectively, including improving performance.

According to Yolanda et al. (2022), several key factors influence employee performance:

1. Motivation
2. Training
3. Job Satisfaction
4. Rewards
5. Organizational Culture

Dahlia & Fadli (2022) propose that performance can be measured using the following indicators:

1. Attendance
2. Participation at work
3. Efficiency
4. Accuracy
5. Job Satisfaction

Motivation

Yuliani (2019) explains that motivation is a psychological condition that drives individuals to perform their roles within an organization. It plays a vital role in fostering commitment and productivity among employees.

Puspita & Widodo (2020) describe motivation as an internal or external drive that compels employees to fulfill their needs and take actions that align with organizational goals. Motivation is essential for boosting enthusiasm and performance. Motivated employees understand their roles clearly, work energetically, enjoy what they do, and deliver optimal results.

Abbas (2023) identifies the following factors affecting motivation:

1. Incentives
2. Recognition
3. Organizational Policies
4. Leadership Style

Lusri (2017) outlines the indicators of motivation as:

1. Behavioral Direction
2. Level of Effort
3. Consistency

Compensation

Puspita & Widodo (2020) define compensation as the financial or non-financial rewards given by an organization in exchange for the contributions employees make toward achieving company objectives.

Subakti et al. (2022) List a few elements that affect compensation:

1. Productivity.
2. Company's financial capability.
3. Financial willingness
4. Labor Market Demand
5. Labor unions
6. Legal Regulations.

Setiawan & Mujiat (2016) The indicators for measuring compensation are as follows:

1. Base Salary
2. Incentives
3. Benefits
4. Bonuses

Training

According to Mariane et al. (2020), training is a structured process where professional instructors guide employees over a certain period to enhance their capabilities in specific job areas, ultimately improving productivity and organizational effectiveness.

Oktaviani et al. (2020) state that the factors influencing training include:

1. Professional Competence
2. Career Advancement
3. Skills Development

Mastur (2022) identifies training indicators as:

1. Training Goals and Objectives
2. Trainers or Mentors
3. Training Content
4. Training Methods
5. Training Needs

The Influence of Motivation on Performance

According to Ajzen's (1985) Theory of Planned Behavior, one of the key outcomes of motivation is the formation of intention. When employees develop strong intentions aligned with their motivations, it drives them to perform better. Increased motivation that aligns with employees' personal goals is likely to lead to improved performance at Owabong.

Sembiring (2020), Hendra (2020), and Fauzan (2022) found a positive relationship between motivation and employee performance.

H1: Motivation improves staff performance at Owabong Tourist Attraction.

The Influence of Compensation on Performance

Attitude Toward Behavior is an important component of the Theory of Planned Behavior because it explains how remuneration, as a form of company appreciation, can impact employee performance. When employees believe their compensation is fair and adequate, their performance improves.

Yani (2022), Heriyanto (2020), and Mirdan (2021) found that remuneration had a large and favorable impact on performance.

H2: Compensation has a beneficial impact on staff performance at Owabong Tourist Attraction.

The Influence of Training on Performance

Perceived behavioral control is a component of the Theory of Planned Behavior, plays a role in how employees perceive their ability to complete tasks effectively – often influenced by adequate training. Providing well-structured and relevant training improves employees' competence, thereby enhancing performance.

Research by Willson & Hikmah (2020), Firmansyah & Aima (2020), and Wicaksana (2020) shows that training has a favorable and significant impact on employee performance.

H3: Training has a positive effect on the performance of employees at Owabong Tourist Attraction.

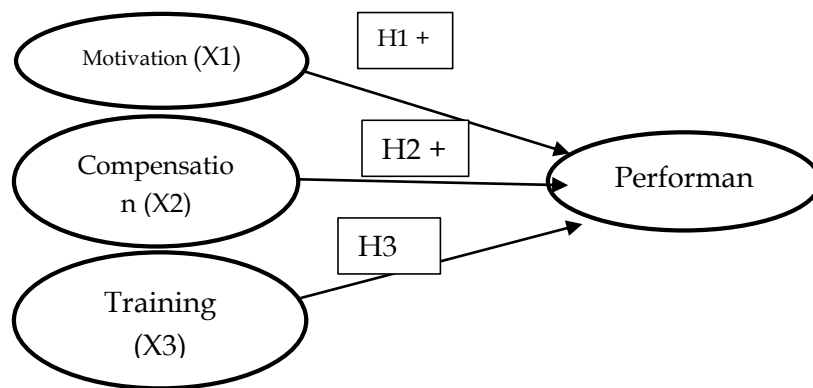


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative research approach, which focuses on examining specific populations or samples through the collection and analysis of numerical data using statistical tools. The primary objective is to test the hypotheses formulated in advance (Sugiyono, 2019).

The target demographic for this study is all permanent employees at Owabong Water Park in Purbalingga, with a sample size of 118 employees. The primary data used in this study was collected directly from respondents at the Bojongsari water tourism site using questionnaires. The replies were acquired by asking individuals to respond a series of constructed statements. This study focuses on Owabong, a water tourism area in Bojongsari, Purbalingga.

The study employs SPSS version 25 to analyze the data, applying several statistical tests including Use descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, coefficient of determination test (R^2), F-test, and t-test. Each study variable is evaluated against a set of predetermined indicators.

Table 1. Measurement of Variable Indicators

No	Variables	Indicators	Questionnaire Statement
1	Motivation (X1) Source: Lusri, L (2017)	1) Behavior Direction 2) Level of Effort 3) Persistence	1. I have the desire to get the job done. 2. I always comply with company regulations. 3. I am always serious at work. 4. I always want to work better than the day before. 5. I want to develop my skills in order to advance the company. 6. I am persistent in my work despite the unfavorable environment.
2	Compensation (X2) Source: Setiawan & Mujiati, (2016)	1) Basic Salary 2) Incentives 3) Allowances 4) Bonus	1. The salary I receive is in accordance with the work I do. 2. I often get incentives beyond the salary I get. 3. In addition to salary and incentives I also often get compensation benefits from the company. 4. The company often gives bonuses to its employees. 5. The bonus given by the company is in accordance with the company's standard calculation
3	Training (X3) Source: Mastur, (2022)	1) Goals and Objectives 2) Trainers/Mentors 3) Training Materials 4) Methods 5) Training Conditions	1. The training that has been attended has met the intended targets and achieved the expected goals.

No	Variables	Indicators	Questionnaire Statement
			2. the training that has been followed is mentored by experienced mentors 3. The material obtained during the training can be understood well 4. The method used in delivering training material is easy to understand and follow 4. 5. I always follow and become a participant in the training conducted by the company.
4	Employee Performance (Y) Source: Dahlia & Fadli, (2022)	1) Attendance 2) Work Participation 3) Effectiveness 4) Thoroughness 5) Job Satisfaction	1. I can do my work in accordance with the quality criteria established by the firm. 2. I complete my work with accuracy and thoroughness. 3. I can complete the work neatly. 4. I can complete the work thoroughly. 5. I do not procrastinate in completing work.

General Description of Respondents

The broad description of responses is designed to clearly define the characteristics of owabong tourist attraction staff. The respondents' attributes were retrieved from the survey data by verifying the identity entered by the respondent when answering the questionnaire. To determine the status of respondents in the survey, respondents were separated into categories based on age and most recent schooling. Table 2 shows the identities of respondents by age in owabong purbalingga tourist attraction staff.

Table 2. Respondent Identity Based on Age

No	Age	Total	Percentage (%)
1	25-30	17	15,2%
2	31-35	27	22,7%
3	36-40	20	16,7%
4	41-45	35	29,4%
5	46-50	19	16%
Total		118	100%

Source: Research Data, Processed 2025

This table shows that respondents aged 41-45 years are 35 persons, or 29.4%, because Owabong still has many permanent employees who have not retired, therefore respondents of a young age are extremely few.

Table 3 depicts the identification of respondents based on the most recent training of personnel at the Owabong Purbalingga tourist attraction.

Table 3. Respondent Identity Last Education

No	Last Education	Total	Percentage (%)
1	SMP	15	12,6%
2	SMA	59	50,5%
3	SMK	10	8,4%
4	D3	2	1,7%
5	D4	6	5%
6	S1	26	21,8%
Total		118	100%

Source: Research Data, Processed 2025

According to the chart, the biggest number of education levels among the 118 respondents is high school, with 59 people or a proportion of 50.5%. This is because Owabong's staff recruitment process typically needs a minimum of high school education equivalent.

RESULT

Validity Test

The validity test is performed for each question, and the results may be observed by comparing the *r*-count results to the *r* table, which is obtained using the degree of freedom ($df = n - 2$, $(118 - 2 = 116)$) and an alpha value of 5%, resulting in a *r* table of 0.195. Question items or indicators are declared valid if the *r* table is bigger than the *r* count.

Table 4. Motivation Validity Test Results (X1)

Statement	<i>r</i> count	<i>r</i> table	Description
1. I have the desire to get the job done.	0,733	0,195	Valid
2. I always comply with company regulations.	0,850	0,195	Valid
3. I am always serious at work.	0,863	0,195	Valid
4. I always want to work better than the day before.	0,849	0,195	Valid
5. I want to develop my skills in order to	0,816	0,195	Valid

advance the company.			
6. I am persistent in working despite the unfavorable environment.	0,792	0,195	Valid

Table 5. Compensation Validity Test Results (X2)

Statement	r count	r table	Description
1. The salary I receive is based on the work I do for the company.	0,681	0,195	Valid
2. I often get incentives beyond the salary I get.	0,826	0,195	Valid
3. In addition to salary and incentives I also often get compensation benefits from the company.	0,821	0,195	Valid
4. The company often gives bonuses to its employees.	0,768	0,195	Valid
5. The company's incentive is calculated in accordance with its regular methods.	0,854	0,195	Valid

Table 6. Training Validity Test Results (X3)

Statement	r count	r table	Description
1. The training that has been attended has met the intended targets and achieved the expected goals.	0,665	0,195	Valid
2. The training that has been followed is mentored by experienced mentors.	0,865	0,195	Valid
3. The material obtained during the training can be understood well.	0,888	0,195	Valid
4. The method used in delivering the training material is easy to understand and follow.	0,861	0,195	Valid
5. I always follow and become a participant in the training	0,825	0,195	Valid

conducted by the company.			
---------------------------	--	--	--

Table 7. Performance Validity Test Results (Y)

Statement	r count	r table	Description
1. I can perform the assignment in accordance with the quality criteria established by the firm.	0,770	0,195	Valid
2. I complete my work with accuracy and thoroughness.	0,858	0,195	Valid
3. I can complete the work neatly.	0,884	0,195	Valid
4. I can complete the work thoroughly.	0,846	0,195	Valid
5. I do not procrastinate in completing work.	0,846	0,195	Valid

Source: Research Data, Processed 2025

According to the previously indicated calculations, the motivation (X1), performance (X2), training (X3), and employee performance (Y) variables' r count values are higher than the r table, proving that the entire statement instrument item is authentic.

Reliability Test

One method for evaluating the validity of a questionnaire that acts as a variable indicator is a reliability test. The measurements were performed using the Cronbach Alpha method. If the respondent's answer to the researcher's question has a Cronbach alpha score greater than 0.7, the questionnaire is deemed trustworthy.

Table 8. Reliability Test Results

No	Variable	Cronbach Alpha	Description
1	Motivation (X1)	0,899	Reliabel
2	Compensation (X2)	0,850	Reliabel
3	Training (X3)	0,882	Reliabel
4	Employee Performance (Y)	0,896	Reliabel

Source: Research Data, Processed 2025

The preceding computations show that the Cronbach alpha value for all variables is larger than 0.7, indicating that all statements in the questionnaire are credible.

Classical Assumption Test

Normality Test

To determine if the standardized values of the independent and dependent variables in a regression model are regularly distributed, the normality test is utilized. The One-Sample Kolmogorov-Smirnov (K-S) statistical method is used to perform this test. The residuals are considered to follow a normal distribution if the significance value (Asymp. Sig) is larger than 0.05, whereas a value less than 0.05 implies that the distribution is not normal.

Table 9. Normality Test Results

Asymp. Sig. (2-tailed)	Alpha Value	Description
0,075	0,05	Normal

Source: Research Data, Processed 2025

Based on the preceding computations, the asymp sig value of 0.075 is greater than 0.05, indicating that the distribution data spreads normally.

Multicollinearity Test

To determine whether there is any linear correlation between the independent variables in a regression model, the multicollinearity test is used. The Variance Inflation Factor (VIF) and the Tolerance value are the two indicators used in this test. The regression model is said to be free of multicollinearity problems if the VIF is less than 10 and the tolerance value is greater than 0.10.

Table 10. Multicollinearity Test Results

No	Variable	Tolerance Value	VIF Value	Description
1	Motivation (X1)	0,598	1,672	No Multicollinearity Occurs
2	Compensation (X2)	0,952	1,050	No Multicollinearity Occurs
3	Training (X3)	0,590	1,695	No Multicollinearity Occurs

Source: Research Data, Processed 2025

According to the calculated results, the regression model is free of multicollinearity since all independent variables have VIF values less than 10 and tolerance values larger than 0.10.

Test of Heteroscedasticity

The heteroscedasticity test is used to determine whether the variance of residuals in the regression model varies across observations. The Glejser test is used in this study to identify these variance inconsistencies. Heteroscedasticity is not present in this test if the significance values (p-values) for each independent variable are higher than 0.05.

Table 11. Heteroscedasticity Test Results

No	Variable	Significant Value	Description
1	Motivation (X1))	0,330	No Heteroscedasticity Occurs
2	Compensation (X2)	0,952	No Heteroscedasticity Occurs
3	Training (X3)	0,774	No Heteroscedasticity Occurs

Source: Research Data, Processed 2025

The results of the foregoing computations show that the significant values of motivation, compensation, and training are greater than 0.05, indicating that there is no heteroscedasticity among the three independent variables.

F Test

The F test is used to evaluate how motivation, compensation, and training as a model fit in influencing performance.

Table 14. Model Feasibility Test Results

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	126.951	3	42.317	5.803	0.001
Residual	831.329	114	7.292		
Total	958.280	118			

Source: Research Data, Processed 2025

Based on the results of the analysis, the obtained F value is 5.803, with a significance level of 0.001. Since the calculated F value (5.803) exceeds the critical F table value (2.660), and the significance level (0.001) is below the 0.05 threshold, it can be concluded that the regression model is statistically valid and appropriate for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression is employed to evaluate the effects of motivation, compensation, and training on employee performance. The table below presents the outcomes of the regression analysis:

Table 12. Multiple Regression Test Analysis Table

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.536	2.808		4.109	0.000
	MOTIVASI	0.277	0.104	0.301	2.665	0.009
	KOMPENSASI	0.277	0.103	0.239	2.678	0.008
	PELATIHA	-0.182	0.118	-0.176	-1.552	0.123
	N					

Source: Research Data, Processed 20255

The regression equation can be arranged as follows in light of the regression analysis's conclusions:

$$Y = 11,536 + 0,277 X_1 + 0,277 X_2 - 0,182 X_3$$

The regression equation in this study can be interpreted as follows:

- Holding motivation, remuneration, and training at zero results in a predicted employee performance score of 11.536 (constant value = 11.536).
- There is a positive link between employee performance and motivation, as indicated by the motivation regression coefficient (X_1) of 0.277. That is, assuming all other independent variables stay the same, employee performance is expected to rise by 0.277 units for every unit increase in motivation.

- c. Compensation has a favorable impact on employee performance, as indicated by the regression coefficient (X2) of 0.277. This suggests that a one-unit increase in compensation results in a 0.277 improvement in performance, assuming other variables remain constant.
- d. Training's regression coefficient (X3) is -0.182, indicating a negative relationship with worker performance. This suggests that, if all other factors stay the same, employee performance should decrease by 0.182 units for every unit increase in training.

Determination Coefficient Test

Adjusted Rsquare can be used to determine the extent to which motivation, salary, and training influence employee performance.

Determination Coefficient Test

Adjusted Rsquare can be used to determine the extent to which motivation, salary, and training influence employee performance.

Table 13. Determination Coefficient Test Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.364 ^a	.132	.110	2.70044

Source: Research Data, Processed 20255

The Adjusted R Square value is used to assess the extent to which the independent variables – motivation, compensation, and training – contribute to variations in employee performance. According to the data presented above, the Adjusted R Square value for this regression model is 0.110, or 11.0%. This suggests that the three independent variables included in this study account for 11% of the variation in employee performance, with additional factors not included in the model accounting for the remaining 89%.

T-Test

The independent effects of training (X3), motivation (X1), and compensation (X2) on the dependent variable, employee performance (Y), are assessed using the t-test. If a variable's p-value is less than 0.05, it is deemed to have a statistically significant influence; if not, the hypothesis is rejected.

Table 14. Partial Test Results

Model		Unstandardized Coefficients			
		B	Standardized Coefficients Beta	T	Sig.
1	(Konstan)	11.536		4.109	0.000
	Motivasi	0.277	0.308	2.665	0.009
	Kompensasi	0.277	0.236	2.678	0.008
	Pelatihan	-0.182	-0.176	-1.552	0.123

Source: Research Data, Processed 20255

First Hypothesis

The table's findings show that, at a significance level of 0.009, the motivation variable (X1) produced a t-value of 2.665. The alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected since the computed t-value (2.665) is more than the crucial t-table value (1.65833) and the significance level (0.009) is less than 0.05. This demonstrates that employee performance is significantly and favorably impacted by motivation.

Second Hypothesis

The table indicates that the compensating variable (X2) yielded a significance level of 0.008 and a t-value of 2.678. Ho is rejected while Ha is approved since the t-value (2.678) is higher than the t-table value (1.65833) and the significance value (0.008) is less than 0.05. This suggests that employee performance is significantly and favorably impacted by salary.

Third Hypothesis

With a significance level of 0.123, the training variable (X3) displays a t-value of -1.552. The alternative hypothesis is rejected and the null hypothesis is accepted since the significance level (0.123) is higher than 0.05 and the absolute t-value (-1.552) is less than the critical value (1.65833). This implies that the impact of training on employee performance is statistically negligible and somewhat detrimental.

DISCUSSION

The Effect of Motivation on Employee Performance

Employee performance is positively and significantly impacted by motivation, according to the analysis of the motivation variable (X1). Employees perform better when they are motivated. The Theory of Planned Behavior states (Ajzen, 1985), one critical component is intention, which represents an individual's internal willingness to behave. The presence of intention serves as a motivator, encouraging individuals to perform better in their roles.

These findings are similar with prior research by Yolinza & Marlius (2023), Endra (2022), and Rayyan & Paryanti (2021), all of which showed that motivation is a key contributor to improved employee performance.

The Effect of Compensation on Employee Performance

The findings from the compensation variable (X2) reveal that compensation also exerts a positive and significant influence on employee performance. Appropriate and fair compensation provided by the organization is shown to enhance the productivity and effectiveness of its workforce. In the context of the Theory of Planned Behavior (Ajzen, 1985), the element of attitude toward behavior plays a key role. This aspect refers to how an individual's behavioral intentions are shaped by their beliefs about the likely outcomes of the behavior. When a company demonstrates a positive stance by offering fair compensation, it reinforces employees' attitudes and efforts, leading to improved job performance.

This outcome aligns with prior research by Pratama (2020), Ekhsan & Septian (2021), and Cahya, Damare, & Harjo (2021), which also found a strong and positive relationship between compensation and performance.

The Effect of Training on Employee Performance

The analysis of the training variable (X3) indicates that training has a negative effect on employee performance. This outcome appears to stem from a lack of proper evaluation of training needs within the organization. The training programs are limited in scope—primarily targeting specific departments or managerial staff—leaving many employees without access to development opportunities.

Within the Theory of Planned Behavior (Ajzen, 1985), the concept of Perceived Behavioral Control refers to an individual's belief in their ability to carry out a specific action. Training plays a crucial role in enhancing employees' perceived control over their work. However, in cases where training is inadequate or unevenly distributed, employees may not develop the competencies necessary to perform effectively, which can hinder overall performance.

This conclusion is supported by studies conducted by Andayani & Hirawati (2021), Sulu, Mangantar & Taroreh (2022), and Arika (2020), who similarly reported that poor implementation of training can negatively affect employee performance.

CONCLUSION AND RECOMMENDATION

Based on the research that has been done, the researcher concludes that motivation and compensation have a positive and significant effect on employee performance. While training partially has a negative effect on employee performance. The limitation in the implementation of this research lies in the number of respondents which includes all 234 Owabong employees, but not all of them can participate optimally in filling out the questionnaire, which is caused by the limited background and condition of each individual. In addition, the data collection process was carried out in one specific period of time (cross-sectional), so it was not able to capture the dynamics or changes in the research variables longitudinally.

Based on interviews done by researchers with HRD and the results of the preceding research, suggestions from researchers for Owabong employees require consistent motivation from the company. Increasing compensation is expected to be given more attention by the Company and the training provided to employees regarding material and delivery methods that are even better so that they are easily understood and applied by all Owabong employees.

ACKNOWLEDGEMENT

Praise the author's gratitude to God Almighty because of His grace the author can complete this scientific article. The researcher would like to thank the partners who have contributed to the continuation of this research.

REFERENCES

- Abdurokhim, A. (2020). Pengaruh Gaya Kepemimpinan dan Kompensasi Terhadap Kinerja Pegawai. *Inkubis: Jurnal Ekonomi dan Bisnis*, 2(1), 1-17.
- Afiyani, I., Suhaeli, D., & Muhdiyanto, M. (2024, August). Pengaruh Work Life Balance, Motivasi, Lingkungan Kerja dan Keterikatan Kerja terhadap Kinerja Karyawan. In *UMMagelang Conference Series* (pp. 259-271).
- Andayani, T. B. N., & Hirawati, H. (2021). Pengaruh Pelatihan Dan Pengembangan Sdm Terhadap Kinerja Karyawan Pt Pos Indonesia Cabang Kota Magelang. *Jurnal Ilmiah Manajemen Ubhara*, 3(2), 11.
- Arika, F. P. (2020). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Bpr Insumo Sumberarto Kota Kediri. *Jurnal Ilmiah Mahasiswa FEB*, 9(1).
- Azizah, P. N. A., & Kustiwa, A. (2024). Penerapan Kompensasi Untuk Meningkatkan Kinerja Karyawan Di CV. Barokah Bandung. *Manajemen: Jurnal Ekonomi*, 6(1), 198-205.
- Budiyanto, E., & Mochklas, M. (2020). Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan Budaya Organisasi dan Motivasi Kerja. In *Evaluasi Kinerja SDM*.
- Cahya, A. D., Damare, O., & Harjo, C. (2021). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Warung Padang Upik. *Jurnal Sinar Manajemen*, 8(2), 105-115.
- Dahlia, M., & Fadli, R. (2022). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt Fyc Megasolusi Di Tangerang Selatan. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(1), 667-679.
- Darmawan, A., Sepriani, A., Bagis, F., & Rahmawati, D. V. (2021). Pengaruh Efikasi Diri, Karakteristik Pekerjaan Dan Perilaku Kewargaan Organisasi Terhadap Kinerja Karyawan: Studi Pada Karyawan Java Heritage Hotel Purwokerto. *Derivatif: Jurnal Manajemen*, 15(2), 342-353.
- Ekhsan, M., & Septian, B. (2021). Pengaruh stres kerja, konflik kerja dan kompensasi terhadap kinerja karyawan. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 1(1), 11-18.
- Endra, T. S. S. (2022). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di Perusahaan Dazzel Yogyakarta. *Among Makarti*, 14(2).

- Endratno, H., & Afrizal, F. (2020). The Effects Of Communication, Work Environment And Work Discipline On The Performance Of Village Officers In Kroya Sub-District Cilacap Regency. *Derivatif: Jurnal Manajemen*, 14(1).
- Faiza, G., & Suhardi, S. (2022). Pengaruh Kompetensi, Kompensasi, Motivasi Kerja Dan Organizational Citizenship Behaviour (OCB) Terhadap Kinerja Karyawan PT Techmicron. *Postgraduate Management Journal*, 2(1), 24-39.
- Fauzan, A. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Yang Dimediasi Oleh Kepuasan Kerja Dan Motivasi Karyawan Di Perusahaan Manufaktur. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(2), 1860-1880.
- Fauzan, S. M., & Sary, F. P. (2020). Pengaruh Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada Bank Bjb Cabang Utama Bandung). *Jurnal Mitra Manajemen*, 4(6), 928-937.
- Febrian, R., & Ekowati, S. (2023). Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Produktivitas Kerja Pegawai. (*JEMS*) *Jurnal Entrepreneur Dan Manajemen Sains*, 4(1), 28-40. <https://doi.org/10.36085/jems.v4i1.4394>
- Firmansyah, A., & Aima, H. (2020). Pengaruh pelatihan, kompensasi, dan motivasi kerja terhadap kinerja karyawan. *Journal FEB Unmul: Kinerja*, 17(2), 172-185.
- Ghozali, I. (2018). Aplikasi analisis multivariate dengan program IBM SPSS 25 edisi ke-9. http://slims.umh.ac.id/index.php?p=show_detail&id=19545
- Hartomo, N. K., & Luturlean, B. S. (2020). Pengaruh Pelatihan Terhadap Kinerja Karyawan Kantor Pusat PT. Pos Indonesia (Persero) Bandung. *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)*, 04(01), 200-2007.
- Hendra, H. (2020). pengaruh budaya organisasi, pelatihan dan motivasi terhadap kinerja karyawan pada Universitas Tjut Nyak Dhien Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 1-12.
- Heriyanto, A. Y. B. (2020). Pengaruh kompensasi dan motivasi terhadap kinerja karyawan. *Jurnal Manajemen*, 12(1), 90-98.
- Kurniawati, E. (2021). *Manajemen sumber daya manusia*. Penerbit Nem.
- Lestari, S., & Afifah, D. (2020). Pengaruh Disiplin Kerja Dan Pelatihan Kerja Terhadap Kinerja Karyawan. *Kinerja*, 3(01), 93-110.

- Mariane, I., Kusnadi, I. H., & Baihaqi, M. R. (2020). Pengaruh Pelatihan Terhadap Kinerja Karyawan Pt. Dahana (Persero) Subang. *The World of Business Administration Journal*.
- Marlius, D., & Pebrina, I. (2022). Pengaruh Motivasi, Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Kencana Sawit Indonesia. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen dan Kewirausahaan*, 2(2), 1218-1238.
- Mirdan, R. (2021). Pengaruh kompensasi terhadap kinerja karyawan. In *Prosiding Seminar Nasional Ekonomi dan Akuntansi* (Vol. 1, pp. 10-15).
- Octavia, A. N., Sihite, M. G., & Al Ardi, N. D. (2023). Pengaruh Lingkungan Kerja, Kompensasi Dan Motivasi Terhadap Kinerja Pegawai Pada Badan Pengelolaan Keuangan Dan Asset Daerah Kabupaten Pemalang. *Jurnal Ekonomi, Manajemen Pariwisata dan Perhotelan*, 2(1), 483-491.
- Parta, I. K. W., Ismail, D., & Wijaya, N. S. (2023). Pengaruh pelatihan dan disiplin kerja terhadap kinerja karyawan. *Jurnal Ilmiah Pariwisata Dan Bisnis*, 2(8), 1751-1771.
- Pramestya, A., Herawati, J., & Septyarini, E. (2023). Pengaruh Motivasi, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Pegawai. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 5(5), 2653-2665.
- Pratama, A. (2020). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia DC Ciputat. *Jurnal Disrupsi Bisnis*, 3(2), 146-158.
- Primawanti, E. P., & Ali, H. (2022). Pengaruh Teknologi Informasi, Sistem Informasi Berbasis Web Dan Knowledge Management Terhadap Kinerja Karyawan (Literature Review Executive Support Sistem (Ess) for Business). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(3), 267-285.
- Puspita, D., & Widodo, S. (2020). Pengaruh Disiplin Kerja Dan Motivasi Terhadap Kinerja Karyawan PT. Persada Arkana Buana, Jakarta. *Jurnal Inovatif Mahasiswa Manajemen*, 1(1), 31-41.
- Putri, F. R., Vhatika, I., Yanto, H., Zukhrufa, N., & Panorama, M. (2022). Pengaruh Pariwisata Terhadap Petumbuhan Ekonomi di Indonesia Tahun 2019-2021. *ILTIZAMAT: Journal of economic sharia law and business studies*, 2(1), 195-203.
- Putri, K. A., Rialmi, Z., & Suciati, R. (2022). Pengaruh lingkungan kerja, disiplin kerja, dan motivasi kerja terhadap kinerja personil Polri di Kantor Kepolisian Resor Sawahlunto. *Ikraith-Ekonomika*, 5(2), 116-124.

- Putri, R. W., & Astuti, P. (2022). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Fokus Manajemen Bisnis*, 12(1), 1-15.
- Rayyan, A., & Paryanti, A. B. (2021). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Toko Bku Gramendia Matraman Jakarta. *Jurnal Inovatif Mahasiswa Manajemen*, 2(1), 9-19.
- Regina, T. (2023). Pengaruh Kepemimpinan Transformasional, Motivasi Kerja Instrinsik, Dan Motivasi Kerja Ekstrinsik Terhadap Kinerja Pegawai Pada Badan Perencanaan Pembangunan Daerah Kabupaten Pandeglang. *Jurnal Bina Bangsa Ekonomika*, 16(2), 89.
- Rizqiyani, V. (2023). Pengaruh Keselamatan Dan Kesehatan Kerja, Lingkungan Kerja Non-Fisik Dan Kompensasi Terhadap Kinerja Karyawan PT PLN (Persero) UP3 Bekasi. *Wawasan: Jurnal Ilmu Manajemen, Ekonomi dan Kewirausahaan*, 1(4), 67-80.
- Rozi, A., Pahmi, A., & Alam, S. (2025). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Pegawai Desa Di Kecamatan Kibin. *Jurnal Pajak Dan Bisnis*, 6, 1.
- Safitri, D. E. (2019). Pengaruh pelatihan terhadap kinerja karyawan. *Jurnal Dimensi*, 8(2), 240-248.
- Salmiati, D., & Endratno, H. (2023). Pengaruh Work Engagement, Psychological Well Being, Work Life Balance Terhadap Kinerja Pegawai pada Dinas Tenaga Kerja Koperasi dan UKM Kabupaten Banyumas. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 5(2), 190-198.
- Satria, B. (2021). Peran Kepemimpinan Transformasional Dan Motivasi Kerja Dalam Mempengaruhi Kinerja Karyawan Pt. Xyz. *Jurnal Bisnis, Ekonomi, Manajemen, Dan Kewirausahaan*, 1(1), 27-35.
- Sembiring, H. (2020). Pengaruh motivasi dan lingkungan kerja terhadap kinerja karyawan pada Bank Sinarmas Medan. *Jurakunman (Jurnal Akuntansi Dan Manajemen)*, 13(1).
- Sholihin, U. (2021). Dampak kompensasi kerja terhadap Kinerja Karyawan di Masa Pandemi Covid 19 dengan kepuasan kerja sebagai Variable Intervening. *JMK (Jurnal Manajemen Dan Kewirausahaan)*, 6(1), 86-99.
- Simbolon, S. (2020). Analisis Pengaruh Lingkungan Kerja, Promosi Jabatan dan Kompensasi terhadap Kinerja Karyawan pada CV. Kesuma Jaya Medan. *Jurnal Manajemen dan Bisnis*, 187-201.

- Subakti, M., Ariza, F., & Rofik, D. A. (2022). Faktor-Faktor yang Mempengaruhi Kompensasi Karyawan Bank. *Dar El-Falah*, 1(1).
- Subariyanti, H., & Yulianto, A. R. (2021). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kinerja Karyawan Cv. Makmur Mandiri Sejahtera. *Jurnal ekonomi*, 23(2), 146-160.
- Sugiyono, (2019). Cara Menghitung Uji Validitas Dan Uji Reliabilitas Instrumen Skripsi Kuantitatif dengan SPSS.
- Sukmawati, E., Ratnasari, S. L., & Zulkifli, Z. (2020). Pengaruh gaya kepemimpinan, komunikasi, pelatihan, etos kerja, dan karakteristik individu terhadap kinerja karyawan. *Jurnal Dimensi*, 9(3), 461-479.
- Suliyanto. (2011). "Ekonometrika Terapan: Teori Dan Aplikasi Dengan SPSS". Edisi 1. Yogyakarta: ANDI Yogyakarta.
- Sulu, A. H. C., Mangantar, M., & Taroreh, R. (2022). Pengaruh Pelatihan, Pengembangan Karir, Serta Gaya Kepemimpinan Terhadap Kinerja Pegawai Di Badan Kepegawaian Pendidikan Dan Pelatihan Daerah Kota Tomohon. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen Bisnis, Dan Akuntansi*, 10(2), 560-568.
- Suwardi, & Utomo, J. (2011). Pengaruh Motivasi Kerja, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Kinerja Pegawai (Studi Pada Pegawai Setda Kabupaten Pati). *Jurnal Motivasi*, 5(1), 75-86. <https://www.neliti.com/id/publications/244184/pengaruh-motivasi-kerja-kepuasan-kerja-dan-komitmen-organisasional-terhadap-kine>
- Tofan, M. (2021). Menyusun Program Pelatihan Bagi Karyawan. *OPTIMAL Jurnal Ekonomi dan Manajemen*, 1(4), 25-35.
- Usendok, I. G. (2022). Organizational conflict and employee job performance: a case study of Akwa Ibom state university. *European Journal of Business and Innovation Research*, 10(3), 10-25.
- Waskito, L. L., & Bukhori, M. (2023). Pengaruh pelatihan, lingkungan kerja, motivasi dan kompensasi terhadap kinerja karyawan bagian gudang Pt. Mentari indonesia jakarta. *INOBISS: Jurnal Inovasi Bisnis dan Manajemen Indonesia*, 6(2), 201-216.
- Wehelmina, R. (2021). Manajemen Kinerja. In *Journal of Chemical Information and Modeling* (Vol. 53, Issue 9).
- Wicaksana, A. D. (2020). Pengaruh Pelatihan, Motivasi, Kepuasan Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan.

- Willson, C., & Hikmah, H. (2020). Pengaruh Pelatihan dan Disiplin Terhadap Kinerja Karyawan Pada PT Kinco Prima. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 8(3).
- Yani, A. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan CV. Rizki Abadi. *Jurnal Inovasi Penelitian*, 3(2), 5185-5188.
- Yolanda, L., & Kurniasari, R. (2023). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai Pada BPPSDMP Kementerian Pertanian Jakarta. *Sammajiva: Jurnal Penelitian Bisnis dan Manajemen*, 1(2), 212-226.
- Yolanda, P., Widiana, H. S., & Sari, E. Y. D. (2022). Kinerja karyawan: Faktor-faktor yang memengaruhi. *Jurnal Diversita*, 8(2), 148-157.
- Yolinza, N., & Marlius, D. (2023). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kinerja Pegawai Di BKPSDM Kabupaten Solok Selatan. *Jurnal Publikasi Ilmu Manajemen*, 2(2), 183-203
- Yuliani, I. (2019). Buku Manajemen Sumber Daya Manusia. In *Sustainability (Switzerland)* (Vol. 11, Issue 1).
- Yusman, E., & Rivaldo, Y. (2021). Pengaruh Pendidikan, Pelatihan, Pengalaman, Dan Disiplin Kerja Terhadap Kinerja Pegawai Direktorat Pengamanan Bp Batam. *Jurnal As-Said*, 1(2), 97-107
- Zillah, F., Husniati, R., & Aziz, A. (2022). Pengaruh Pelatihan, Pengawasan, dan Disiplin Kerja terhadap Kinerja Karyawan. *Studi Ilmu Manajemen Dan Organisasi*, 3(1), 213-232.