

## **ANALYSIS OF THE COMPENSATION SYSTEM IN IMPROVING EMPLOYEE PERFORMANCE AT CV. WERRY BAKERY GROUP IN GUNUNGSITOLI CITY**

By

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### **ABSTRACT**

This study aims to analyze the compensation system in improving employee performance at CV. Werry Bakery Group in Gunungsitoli City. The study used a qualitative method with data collection techniques through interviews, observations, and documentation of managers and employees. The results of the study indicate that CV. Werry Bakery Group implements financial compensation in the form of basic salary, allowances, bonuses, and overtime pay, as well as non-financial compensation such as a comfortable work environment, awards for achievement, and opportunities for self-development. This compensation has a positive impact on employee motivation, discipline, and productivity, although there are still complaints regarding the suitability of compensation with workload. In conclusion, a fair and proportional compensation system has a significant effect on improving employee performance. The researcher recommends improvements to the compensation structure to better align with employee contributions and responsibilities.

**Keywords:** Employee Compensation and Performance.

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### **ABSTRAK**

Penelitian ini bertujuan untuk menganalisis sistem pemberian kompensasi dalam meningkatkan kinerja karyawan di CV. Grup Werry Bakery Kota Gunungsitoli. Penelitian menggunakan metode kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi terhadap manajer serta karyawan. Hasil penelitian menunjukkan bahwa CV. Grup Werry Bakery menerapkan kompensasi finansial berupa gaji pokok, tunjangan, bonus, dan uang lembur, serta kompensasi non-finansial seperti lingkungan kerja yang nyaman, penghargaan atas prestasi, dan peluang pengembangan diri. Pemberian kompensasi ini berdampak positif terhadap motivasi, disiplin, dan produktivitas karyawan, meskipun masih terdapat keluhan terkait kesesuaian kompensasi dengan beban kerja. Kesimpulannya, sistem kompensasi yang adil dan proporsional berpengaruh signifikan terhadap peningkatan kinerja karyawan. Peneliti merekomendasikan perbaikan pada struktur kompensasi agar lebih sesuai dengan kontribusi dan tanggung jawab karyawan.

**Kata kunci:** Kompensasi dan Kinerja Karyawan

### **INTRODUCTION**

Human Resources (HR) are the most important asset for any organization because they directly determine the success or failure of achieving company goals. In an increasingly

competitive business environment, effective HR management is key for companies to increase productivity and maintain competitive advantage. One crucial aspect of HR management that influences employee motivation and performance is the compensation system.

Compensation can be defined as all forms of remuneration provided by a company to employees as a reward for their contribution to achieving organizational goals. Compensation encompasses not only financial aspects such as salary, benefits, and bonuses, but also non-financial aspects such as recognition, a comfortable work environment, and opportunities for personal development. Fair and proportional compensation can increase employee morale, loyalty, and satisfaction, ultimately improving overall organizational performance.

CV. Werry Bakery Group is a growing bakery and cake business in Gunungsitoli City. Its success depends heavily on the quality and performance of its employees, who maintain product quality and provide excellent customer service. However, initial observations indicate that the company's compensation system is not yet fully optimized. Several employees complained about a discrepancy between the amount of compensation they receive and their workload. Furthermore, non-financial compensation, such as achievement awards and opportunities for personal development, remains limited, potentially impacting employee motivation and performance.

Improperly managed compensation can have negative impacts, such as decreased morale, increased absenteeism, and decreased productivity. Conversely, effectively designed compensation can encourage increased discipline, a sense of responsibility, and loyalty to the company. Therefore, a fair, transparent compensation system that aligns with each employee's contribution is necessary to create a harmonious working relationship between the company and its workforce.

Based on this background, this study aims to analyze the compensation system implemented at CV. Werry Bakery Group in Gunungsitoli City and examine the extent to which it impacts employee performance. This research is expected to provide theoretical contributions to the development of human resource management science, while also providing practical input for companies in designing more effective and equitable compensation strategies.

## LITERATURE REVIEW

A compensation system is a mechanism used by companies to reward employees for their contributions to achieving organizational goals. According to Elsyah Safira Hasan et al. (2023), a fairly and proportionally designed compensation system can strengthen the working relationship between employees and the company and increase work motivation. Compensation is not only financial but also includes non-financial aspects that can increase employee satisfaction and loyalty.

An effective compensation system must address two key principles: equity and fairness. The principle of equity dictates that compensation be commensurate with the employee's workload, responsibilities, and performance. The principle of fairness, on the other hand, relates to the appropriateness of compensation to industry standards and labor market conditions. In practice, a sound compensation system will create a balance between the interests of the organization and the needs of employees, thereby sustainably increasing productivity.

According to Hasibuan (2020), compensation is all forms of appreciation received by employees, whether in cash or in-kind, provided directly or indirectly by the company for their contributions to their work. Handoko, in Alwi et al. (2024), echoed this sentiment, stating that compensation is a reward given to employees as a form of appreciation for their work and

responsibilities.

From these various perspectives, it can be concluded that compensation serves not only as a means of payment or financial reward, but also as a strategic instrument to motivate, retain, and improve employee performance. Appropriate compensation can create harmonious working relationships and foster commitment to the company.

The primary goal of compensation is to maintain a balance between company interests and employee satisfaction. Hasibuan, in Zunaidah et al. (2020), outlined several objectives of compensation, including establishing formal working relationships, increasing job satisfaction, strengthening morale and discipline, and maintaining workforce stability. Fair compensation also serves as a tool to reduce turnover rates and increase employee loyalty to the company.

Furthermore, providing compensation commensurate with individual contributions can be a means for management to encourage employees to achieve established targets. Thus, compensation becomes an essential part of a reward system that encourages positive and productive behavior in the workplace.

According to Kaswan in Inayah & Rohmah (2021), compensation is divided into two main types, namely:

1. **Financial Compensation**, which includes base salary, overtime pay, bonuses, incentives, and allowances. This type of compensation is direct and can be measured monetarily.
2. **Non-Financial Compensation**, such as recognition for achievement, career development opportunities, a comfortable work environment, and harmonious interpersonal relationships.

These two types of compensation complement each other. Financial compensation provides economic security for employees, while non-financial compensation fosters a sense of belonging and emotional attachment to the company.

Employee performance is the work results achieved by an individual in carrying out their duties and responsibilities based on their abilities, skills, and motivation. According to Torang in Rastana et al. (2021), performance reflects an individual's level of success in completing their work effectively and efficiently according to organizational standards. Meanwhile, Mangkunegara in Widodo & Yandi (2022) states that performance is a work result that can be measured in terms of quality, quantity, timeliness, and responsibility.

Good performance demonstrates high levels of productivity and is an indicator of an organization's success in managing its human resources. Therefore, improved employee performance is greatly influenced by the compensation system implemented, as compensation serves as a motivator and a reward for work performance.

Various previous studies have shown that compensation has a significant impact on employee performance. Egy Arlianty Alwi (2024) found that an appropriate compensation system can increase motivation and work productivity at Nana Jaya Supermarket in Kendari. Meanwhile, Erni Wati (2024) revealed that a mismatch between compensation and workload can reduce employee performance at PT Pelindo Regional Kendari. Similarly, Dhafa Herlambang Wisanggan (2024) emphasized that providing proportional compensation is a crucial factor in building loyalty and improving employee performance.

Based on theory and previous research, it can be concluded that an effective compensation system plays a key role in improving employee performance. When employees feel fairly rewarded, they demonstrate positive attitudes, high work morale, and a commitment to achieving organizational goals.

## RESEARCH METHODS

This study uses a qualitative descriptive approach, a method that aims to provide a systematic, factual, and accurate description of the phenomena occurring in the field. This approach was chosen because the study focuses on an in-depth analysis of the compensation system and its influence on improving employee performance at CV. Werry Bakery Group, Gunungsitoli City. The population in this study is all employees working at CV. Werry Bakery Group, Gunungsitoli City. Based on company data, the total number of employees is 35 people consisting of production, administration, and marketing departments.

Data analysis was carried out descriptively qualitatively, namely by organizing data from interviews, observations, and questionnaires, then interpreting it to describe the relationship between compensation variables and employee performance.

The data analysis stages are carried out through three main steps according to Miles and Huberman (1994), namely:

1. **Data reduction**, namely the process of selecting, focusing, simplifying, and transforming raw data obtained from the field.
2. **Data presentation**, is done in the form of narrative descriptions, tables and graphs to make it easier to understand.
3. **Conclusion drawing and verification**, namely the process of finding meaning, relationship patterns, and implications from data that has been analyzed to answer the formulation of research problems.

## RESULTS AND DISCUSSION

Based on interviews and observations, the compensation system at CV. Werry Bakery Group is divided into two forms: financial compensation and non-financial compensation.

### 1. Financial Compensation

Financial compensation is provided in the form of a base salary, transportation allowance, overtime incentives, and annual bonuses based on performance and sales results. Base salaries are determined based on position and job responsibilities, but are not yet fully based on job analysis or measurable performance evaluations. Some employees stated that incentives and bonuses are not consistently provided because they depend on the company's financial condition. Nevertheless, most employees feel that the overtime allowance and bonuses provided at certain periods are quite helpful.

### 2. Non-Financial Compensation

Non-financial compensation includes opportunities to develop skills, a friendly work environment, and verbal recognition from management. However, formal rewards such as performance certificates, promotions, or on-the-job training are rarely provided. This indicates that companies lack a systematic policy regarding career development and non-monetary rewards, even though these factors are crucial for increasing long-term work motivation.

The results of the questionnaire data analysis showed that the majority of employees rated their performance as good. They demonstrated a strong sense of responsibility for their work, demonstrated discipline in terms of time management, and maintained product quality in accordance with company standards. However, work motivation and the spirit of innovation were

also found to be relatively low, primarily due to limited compensation and a lack of recognition for individual achievements. Employees stated that leadership involvement in providing appreciation and positive feedback was still limited. As a result, some of them felt that hard work was not always accompanied by commensurate rewards.

From the results of observations, interviews, and questionnaire distribution, it was found that the compensation system had a positive influence on improving employee performance.

This aligns with Hasibuan's (2020) theory, which states that compensation serves as a primary motivator in encouraging employees to achieve optimal performance. Employees who feel valued through a fair compensation system will demonstrate greater loyalty, discipline, and work ethic.

However, this study also found several weaknesses, including:

- The absence of a standard performance evaluation system to assess work performance and determine the amount of compensation.
- The dependence of additional compensation on the company's financial condition creates uncertainty for employees.
- The lack of non-financial compensation such as training and job promotions makes employees less motivated to develop.

Thus, it can be concluded that although compensation at CV. Werry Bakery Group has been able to positively influence performance, its effectiveness is still not optimal due to the lack of consistent policy standards and an objective evaluation system.

The results of this study support Mangkunegara's (2021) theory, which states that compensation directly impacts individual productivity and performance. When employees receive compensation commensurate with their workload and achievements, they feel satisfied and are motivated to perform better. Conversely, inequitable compensation can lead to dissatisfaction and lower morale.

In the context of CV. Werry Bakery Group, a simple yet flexible compensation system has been shown to positively impact employee loyalty and work discipline. Good interpersonal relationships between management and employees also contribute to a harmonious work environment.

However, to improve performance sustainably, companies need to reformulate their compensation systems, including:

1. Establish a performance evaluation system that is measurable and based on productivity indicators.
2. Provide non-financial compensation such as achievement awards, job training, and promotion opportunities.
3. Ensure consistency in providing incentives to create a sense of fairness.
4. Involving employees in the compensation policy development process to increase their sense of ownership of the company.

By implementing a more structured compensation policy, companies can not only improve individual performance but also strengthen the overall competitiveness of the business.

## CONCLUSION

This study shows that the compensation system at CV. Werry Bakery Group in Gunungsitoli City has a positive impact on employee performance. Compensation, which

includes salary, allowances, bonuses, and non-financial rewards, can increase motivation and work responsibility. However, the compensation system is still simple and not based on objective performance evaluation, so its effectiveness is not optimal. In general, fair and consistent compensation has been proven to be an important factor in increasing employee productivity and loyalty.

Companies need to establish a more structured and transparent compensation system, based on measurable performance assessments. Furthermore, non-financial compensation, such as achievement awards, training, and career opportunities, should be enhanced to maintain employee motivation. Regular evaluation of compensation policies is also recommended to ensure fairness and alignment with workforce needs.

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