

The Effect of Work Motivation and Compensation on Employee Performance at PT GPI Logistik Surabaya

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Abstract: *This study aims to determine the effect of work motivation and compensation on employee performance at PT GPI Logistik Surabaya. This study used a quantitative research method with a survey approach involving 32 employees selected through saturated sampling. Data were collected using questionnaires and analyzed with SPSS version 25 through classical assumption tests, multiple linear regression, t-tests, F-tests, and coefficient of determination. The results showed that work motivation had a positive and significant effect on employee performance ($t = 4.581$; $\text{Sig.} = 0.000 < 0.05$), while compensation also had a positive and significant effect ($t = 1.986$; $\text{Sig.} = 0.047 < 0.05$). Simultaneously, work motivation and compensation significantly affected employee performance ($F = 19.584$; $\text{Sig.} = 0.000 < 0.05$). The R^2 value of 0.575 indicates that work motivation and compensation explain 57.5% of the variance in employee performance, while the remaining 42.5% is explained by other factors outside the study.*

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Introduction

The logistics industry in Indonesia has experienced significant growth in line with the growth of international and inter-island trade. Logistics companies are required to provide fast and timely delivery services. This situation makes companies highly dependent on the performance of their employees to carry out operations, both through correspondence and in the field. PT GPI Logistik, a company engaged in export, import, and domestic logistics services, relies heavily on employee performance in carrying out its operations. High employee performance influences the smooth distribution process, timely delivery, and customer satisfaction. Employee performance at PT GPI Logistik is strongly influenced by employee motivation and compensation.

Work motivation is encouragement from internal and external employees so that employees can work with enthusiasm, discipline and responsibility. (Afrizal & Lestari, 2026). Employees with high work motivation demonstrate good performance, have initiative, and

complete tasks effectively.(Irawan et al., 2024). Meanwhile, low employee motivation leads to decreased productivity, lack of commitment, and increased employee turnover. In addition to work motivation, compensation is also a crucial factor influencing employee performance. Compensation is not only in the form of salary received, but also includes incentives, benefits, and other rewards provided by the company in return for employee contributions. Fair compensation that is commensurate with employee workload can increase employee satisfaction and loyalty, allowing employees to work more optimally. Conversely, inadequate compensation can reduce employee morale and performance.

The employee salary data at PT GPI Logistik shows that the company provides wages based on employee length of service. Beyond compensation, employee motivation is crucial for companies. Poor employee motivation can impact employee productivity and job performance.

Research Methods

This study uses a quantitative approach with a survey method to analyze the influence of work motivation and work compensation on employee performance at PT GPI Logistik Surabaya. The quantitative approach was chosen because it can objectively measure the relationship between variables through statistical analysis. The study was conducted at PT GPI Logistik Surabaya with a population of all 32 company employees. The sampling technique used saturated sampling, so that all members of the population were used as research samples, or a total of 32 respondents.

Data collection was conducted through the distribution of questionnaires using Google Forms to all respondents using a Likert scale to measure variables of work motivation, work compensation, and employee performance. The data obtained were then analyzed using the SPSS program through classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests. Furthermore, multiple linear regression analysis was conducted and hypothesis testing using the t-test (partial), F-test (simultaneous), and coefficient of determination (R^2) to determine the magnitude of the influence of work motivation and work compensation on employee performance.

Results and Discussion

Classical Assumption Testing

1. Normality Test

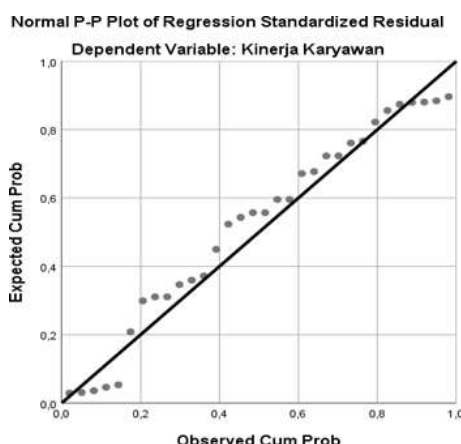


Figure 1. Normal Probability Plot (PP Plot) Test

Source: IBM SPSS Statistics 27 output, processed by researchers (2026).

Based on Figure 1, the Normal PP Plot shows that the data points follow the diagonal line with only minor deviations. Thus, the data are normally distributed and the regression model meets the normality assumption.

2. TestMulticollinearity

Table 1. Multicollinearity Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,461	4,540		-,322	,750		
	Work motivation	,637	,139	,609	4,581	,000	,829	1,207
	Work Compensation	,317	,160	,264	1,986	,047	,829	1,207

Source: IBM SPSS Statistics 27 output, processed by researchers (2026).

Based on Table 1, it can be seen that the work motivation variable has a tolerance value of 0.829 and a VIF of 1.207. The work compensation variable also has a tolerance value of 0.829 and a VIF of 1.207. The tolerance value of both variables is greater than 0.10 and the VIF value is less than 10. This indicates that there are no symptoms of multicollinearity among the independent variables in the regression model. Thus, it can be concluded that the regression model in this study meets the assumption of multicollinearity and is suitable for further testing.

3. Heteroscedasticity Test

Table 2. Glejser Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,865	2,491		1,953	,061		
	Work motivation	5.402E-5	,076	,000	,001	,999	,829	1,207
	Work Compensation	-,149	,088	-,327	-1,698	,100	,829	1,207

Source:The results of data processing using SPSS version 27, 2026.

Based on the Glejser test results in Table 2, it can be seen that the work motivation variable has a significance value of 0.999 and the work compensation variable has a significance value of 0.100. Both values are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity in the regression model in this study. Thus, it can be concluded that the regression model in this study has met the assumption of heteroscedasticity (homoscedasticity), making the model suitable for further regression analysis.

Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis Test

Variables	Regression Coefficient (B)	t count	Sig.
Constant	-1,461	-0.322	0.750
Work Motivation (X1)	0.637	4,581	0,000
Work Compensation (X2)	0.317	1,986	0.047

Source: Data processing results using SPSS version 27, 2026.

Regression Equation

Based on the table above, the following regression equation is obtained:

$$Y = -1.461 + 0.637X1 + 0.317X2 + e$$

Interpretation of Regression Equation

1. Constant (a = -1.461)

The constant value of -1.461 indicates that if the work motivation and work compensation variables are set to zero, employee performance will be negative at -1.461. However, in practice, this value is only a baseline for the model and has no significant meaning because independent variables cannot be zero in real-world situations.

2. Work Motivation Coefficient (b1 = 0.637)

The work motivation regression coefficient of 0.637 indicates that every 1-unit increase in work motivation will increase employee performance by 0.637, assuming other variables remain constant. This indicates that work motivation has a positive influence on employee performance.

3. Work Compensation Coefficient (b2 = 0.317)

The work compensation regression coefficient of 0.317 indicates that every 1 unit increase in work compensation will increase employee performance by 0.317, assuming other variables remain constant. However, this effect is not statistically significant.

Coefficient of Determination (R²)

Table 4. Results of the Coefficient of Determination (R²) Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,758 a	,575	,545	2,718

Based on Table 4, it can be seen that the R Square value is 0.575 or 57.5%. This indicates that the variables of work motivation and work compensation are able to explain variations in employee performance by 57.5%. Meanwhile, the remaining 42.5% is influenced by other variables not examined in this study, such as the work environment, leadership,



organizational culture, work discipline, and other factors. In addition, the Adjusted R Square value of 0.545 indicates that after adjusting for the number of independent variables and the number of samples, the model's ability to explain the dependent variable remains in the fairly strong category. The correlation coefficient (R) value of 0.758 indicates that the relationship between the variables of work motivation and work compensation with employee performance is included in the strong category.

Hypothesis Testing

1. Partial Test (t-Test)

Table 5. Partial Test Results (t-Test)

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-1,461	4,540		-,322	,750
	Work motivation	,637	,139	,609	4,581	,000
	Work Compensation	,317	,160	,264	1,986	,047

a. The Influence of Work Motivation on Employee Performance

Based on the test results, the t-value was 4.581 with a significance value of 0.000. This value is smaller than 0.05 ($0.000 < 0.05$), so it can be concluded that work motivation has a positive and significant effect on employee performance. This indicates that the higher the employee's work motivation, the higher the resulting performance. Work motivation is the main factor that drives employees to work more optimally and achieve company targets.

b. The Influence of Work Compensation on Employee Performance

Based on the test results, the t-value was 1.986 with a significance value of 0.047. This value is smaller than 0.05 ($0.047 < 0.05$), so it can be concluded that work compensation has a positive and significant effect on employee performance. This indicates that providing good compensation, such as salary, benefits, and incentives, can improve employee morale and performance.

2. Simultaneous Test (F Test)

Table 6. Test Results Simultaneous (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	289,298	2	144,649	19,584	,000b
	Residual	214,202	29	7,386		
	Total	503,500	31			

Based on Table 6, it can be seen that the calculated F value is 19.584 with a significance level of 0.000. This significance value is less than 0.05 ($0.000 < 0.05$). This indicates that work motivation and work compensation simultaneously have a significant

effect on employee performance at PT GPI Logistik Surabaya. Thus, the regression model used in this study is suitable for use in explaining the relationship between the independent and dependent variables.

Discussion

The influence of work motivation on employee performance at PT GPI Logistik Surabaya

Based on the results of the t-test (partial), it is known that the work motivation variable has a significance value of 0.000, which is smaller than 0.05. This indicates that work motivation has a positive and significant effect on employee performance at PT GPI Logistik Surabaya. Empirically, these results indicate that increased work motivation will be followed by increased employee performance. Work motivation acts as an internal driver that influences employee work behavior, such as discipline, responsibility, work enthusiasm, and the desire to achieve better performance. Employees who have high motivation tend to be more proactive, have a strong commitment to their work, and are able to complete tasks effectively and efficiently.

Theoretically, these results align with motivation theory, which states that motivation is the primary factor influencing individual performance. High motivation will encourage individuals to exert their best efforts at work, resulting in optimal performance. These results align with Ade Muslimat's research and are supported by research by (Husna & Prasetya, 2024), which states that work motivation has a positive and significant effect on employee performance. In addition, research by (Esisuarni et al., 2024) The results also show that work motivation is a dominant factor in improving employee performance because it can encourage more productive work behavior. Therefore, it can be concluded that work motivation is a very important and dominant factor in improving employee performance at PT GPI Logistik Surabaya.

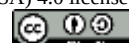
The effect of compensation on employee performance at PT GPI Logistik Surabaya

Based on the results of the partial t-test, it is known that the work compensation variable has a significance value of 0.047, which is smaller than 0.05. This indicates that work compensation has a positive and significant effect on employee performance at PT GPI Logistik Surabaya. These results indicate that the better the compensation provided by the company, the higher employee performance. Compensation, which includes salary, benefits, and incentives, can increase employee motivation, satisfaction, and loyalty to the company.

Theoretically, compensation is an important external factor in improving employee performance. Providing fair and appropriate compensation will encourage employees to work optimally and increase work productivity. The results of this study align with research (Muslimat, 2022), which states that compensation has a significant effect on employee performance. In addition, research by (Zaqiyah et al., 2023) also shows that compensation has a positive influence on employee performance. Thus, it can be concluded that work compensation plays a significant role in improving employee performance, particularly in increasing work enthusiasm and productivity.

The influence of work motivation and compensation on employee performance at PT GPI Logistik Surabaya

Based on the results of the F test (simultaneous), it is known that the variables of work motivation and work compensation together have a significant effect on employee performance, with a significance value of 0.000 which is smaller than 0.05. This shows that overall, the combination of internal factors (work motivation) and external factors (work



compensation) can significantly influence employee performance. In addition, the coefficient of determination (R^2) value of 0.575 indicates that 57.5% of employee performance can be explained by the variables of work motivation and work compensation, while the remaining 42.5% is influenced by other variables outside this study.

The results of this study are in line with research (Ulpah et al., 2024) which states that work motivation and compensation simultaneously have a significant influence on employee performance. Furthermore, this study also strengthens the findings of other research (Meutia et al., 2022), which states that employee performance is influenced by various factors, both internal and external. Thus, it can be concluded that employee performance is the result of a combination of factors, with work motivation and compensation being important, complementary factors in improving employee performance.

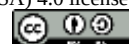
Conclusion and Recommendation

Based on the results of research on the influence of work motivation and work compensation on employee performance at PT GPI Logistik Surabaya, it can be concluded that work motivation has a positive and significant effect on employee performance. The higher the work motivation of employees, the higher the level of performance produced. Work motivation can encourage employees to work more disciplined, responsible, and oriented towards achieving company targets. In addition, work compensation also has a positive and significant effect on employee performance. Providing good compensation, such as salary, benefits, and bonuses, can increase employee morale, satisfaction, and loyalty, thus impacting performance improvement. Together, work motivation and work compensation have a significant effect on employee performance. This shows that both variables are able to explain most of the variation in employee performance, while the rest is influenced by other factors outside the study. Thus, work motivation and compensation are important factors that companies need to pay attention to in their efforts to improve employee performance.

Based on the results of the research that has been conducted, it is recommended that PT GPI Logistik Surabaya continue to improve employee work motivation by giving awards for achievements, providing career development opportunities, training, and creating a conducive work environment so that employees are more disciplined, responsible, and oriented towards achieving company targets. In addition, the company needs to maintain and improve a fair, appropriate, and appropriate compensation system for employee contributions by providing appropriate salaries, benefits, bonuses, and incentives so that employee job satisfaction, loyalty, and work enthusiasm will increase. The company also needs to manage work motivation and compensation in a balanced manner because these two aspects complement each other in increasing employee productivity and performance. For further researchers, it is recommended to use a larger sample size and different research objects so that the research results can be compared and have a better level of generalization.

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