



EMPLOYEE PERFORMANCE EVALUATED BASED ON PAY SYSTEM AND TEAM WORK

Mochamad Rifqi Abthal Albajili¹, Nuril Aulia M²

Article History:

Submitted: 10- 08 - 2023

Revised: 12 - 08 - 2023

Accepted: 15- 09 - 2023

Keywords:

Pay Sistem, Team Work, Performance

Kata Kunci:

Sistem Pemberian Upah, Kerjasama Tim, Kinerja

Koresponding:

Management, University Of Islamic Kadiri, East Java, Indonesia

Email:

rifqialbajili1@gmail.com

nurilaulia@uniska-kediri.ac.id, Management, University Of Islamic Kadiri, East Java, Indonesia

Abstract

This study aims to determine the partial and simultaneous influence of the variable wage system and teamwork on employee performance at Kedai Papringan Cafe, Kediri City. This type of research is quantitative research with sample determination using a saturated sampling method where the entire population is used as a research sample with a sample size of 32 respondents. The data analysis technique used in this study uses statistical tests such as the Research Instrument Test, Classical Assumption Test, Multiple Linear Regression Analysis Test, Determination Coefficient Test, and Hypothesis Test using SPSS 25 for Windows. Based on the results of the analysis test used, the results of this study indicate that the wage system has a partially significant effect on employee performance with a t-count of 3.676 and a significant value of 0.001 and teamwork has a partially significant effect on employee performance with a t-count of 4.506 and a significant value of 0.000, as well as a simultaneous significant effect between the wage system and teamwork on employee performance with a F-count of 86.014 and a significant value of 0.000.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh secara parsial dan simultan dari variabel sistem pemberian upah dan kerjasama tim terhadap kinerja karyawan pada Kafe Kedai Papringan Kota Kediri. Jenis penelitian ini adalah penelitian kuantitatif dengan penentuan sampel menggunakan metode *sampling* jenuh dimana seluruh populasi dipakai sebagai sampel penelitian dengan jumlah sampel sebanyak 32 responden. Teknik analisis data yang dipakai dalam penelitian ini menggunakan uji statistik seperti Uji Instrumen Penelitian, Uji Asumsi Klasik, Uji Analisis Regresi Linier Berganda, Uji Koefisien Determinasi, dan Uji Hipotesis dengan menggunakan SPSS 25 for windows. Berdasarkan hasil pengujian analisis yang digunakan, hasil penelitian ini menunjukkan bahwa sistem pemberian upah berpengaruh signifikan secara parsial terhadap kinerja karyawan dengan hasil t_{hitung} 3,676 dan nilai signifikan 0,001 dan kerjasama tim berpengaruh signifikan secara parsial terhadap kinerja karyawan dengan hasil t_{hitung} 4,506 dan nilai signifikan 0,000, berikut juga adanya pengaruh signifikan secara simultan antara sistem pemberian upah dan kerjasama tim terhadap kinerja karyawan dengan hasil F_{hitung} 86,014 dan nilai signifikan 0,000.



INTRODUCTION

The rapid progress and development of the industrial world today have driven the growth and development of various types of goods and industries, especially in Indonesia. Every company established has the hope that in the future, it will experience rapid growth and seek maximum profits to advance the company's efforts to maintain production. A company undoubtedly requires human resources that support the achievement of the goals set by the organization. The fact that humans are the main asset in an organization or company is their role in establishing, running, maintaining, and utilizing an organization or company (Sulistiono, 2021). Based on this situation, it can be concluded that the relationship between human resources and the company is closely related. In an organization or company, if human resources are managed well, it will lead to maximum performance.

Employee performance is an action taken by employees in carrying out the tasks assigned by the company. Performance can also be interpreted as a description of the level of achievement of the implementation of a policy program's activities in realizing the goals, objectives, missions, and visions of the organization outlined in an organization's planning. The term performance is often used to refer to the achievements or success of individuals or groups of individuals (Afriansyah, 2016). Human resource performance plays a very important role in a company, and every company will always strive to improve the performance of its employees with the hope that the company's goals will be achieved. The conclusion that can be drawn is that in a company, the performance of an employee toward the company is not always the same; sometimes the performance is maximum, while at other times, the performance may decline.

One of the factors that affects performance is the wage system. "The wage system is the framework for how wages are regulated and determined, and a good wage system is one way for employees to work more productively. Because the size of the salary can affect employee performance, companies must think more about the wage system for the company's development. In an effort to motivate employees to be more diligent and enthusiastic about improving company productivity, employee wages need to be considered" (Hariono, 2020). Wages are the main motivation for someone to work, as they can meet their various needs. If the wage system offered by the company to its employees is considered fair and meets the standards, it will encourage employees to consistently improve their performance. Employee performance is closely related to the wage system established by the company for its employees. If the wage system set by the company for its employees is considered appropriate and meets the standards, it can certainly provide positive feedback to the company in the form of maximum employee performance.

Another factor that can affect performance is teamwork. Teamwork is a group that strives to achieve more performance than doing things individually; solid teamwork will produce positive energy and is important for job satisfaction and happiness. This can affect individual performance (Hermanto, 2020). "Teamwork is a factor that affects employee performance, through effective and coordinated teamwork, better job performance and achievements can be obtained, and teamwork is considered the best organizational solution because organizational research will not be done correctly if it is not aligned. A strong team can provide efficient performance so that employees can achieve the organization's predetermined goals" (Hermanto, 2020). Previous research by Simbolon (2021) found that "good teamwork can make organizational activities more effective and efficient." Teamwork is closely related to performance; good and maximum employee performance can be obtained if the company establishes good and solid teamwork for each of its employees.

Based on the initial observations by the researcher at the research location, Kedai Papringan Cafe, located at Jl. Urip Sumoharjo No. 78, Kaliombo, Kec. Kota, Kota Kediri, East Java, Indonesia. Kedai Papringan Cafe is a business unit engaged in trade that has been operating for 6 years since 2016. This business unit is supported by human resources in carrying out its operational activities in various fields of work. The findings in the field regarding the existing human resources issues, the particular attention is given to the wage system and teamwork.



Based on the researcher's findings regarding the issues that have occurred in this business unit regarding the wage system, it can be seen from the application of the wage system determined by the leadership at the research location. The wage system applied at the research location still uses a daily wage system, where every employee working in this business unit is given wages as remuneration for the work they do according to the number of days they work. Based on the application of a wage system like this, employees who want to take days off will not receive work wages according to the number of days off they take. Another issue with the wage system can also be seen in the wage determination given by the leadership at this location to its employees, where the leadership provides equal wages to its employees without distinguishing between job fields and duties. As a result, employees with different job responsibilities receive the same wage. These issues are feared to have an impact on the work performed by employees at this location not being carried out to the maximum.

Another issue that has arisen at Kedai Papringan Cafe in Kota Kediri is related to teamwork. The issue that arises regarding teamwork at this location is the lack of synergy among workers in each field, which is considered less cohesive in carrying out their responsibilities in their work. This can be seen from the execution of tasks and responsibilities by employees that are considered less than optimal, leading to feedback and criticism from customers about the service provided by employees at this location being less cohesive and optimal. A similar situation is also felt by the leadership at this location, prompting them to conduct evaluations of each of their employees in order to achieve maximum work results.

Based on the presented thoughts, the framework of this research presents the results of the relationship between independent variables regarding the Wage System (X1) and Teamwork (X2) with the dependent variable regarding Employee Performance (Y)

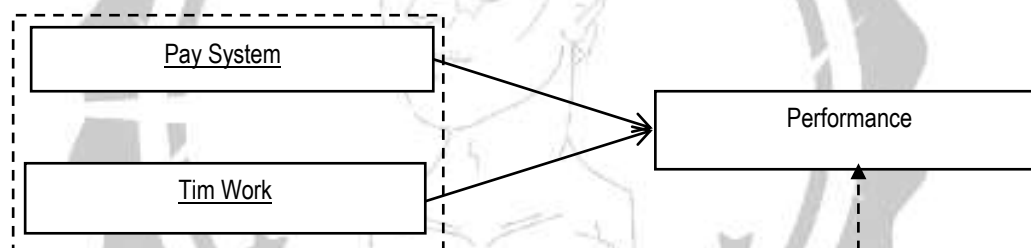


Figure 1.
Frame Work On Research

RESEARCH METHODS

The scope of this research focuses on Human Resources (SDM) to understand issues and the partial and simultaneous effects of the variable of wage payment system (X1) and the variable of team collaboration (X2) on the variable of employee performance (Y) at Kedai Papringan Cafe in Kediri City. This research was conducted from December 2022 to June 2023. The population used in this research includes all 32 employees of Kedai Papringan Cafe in Kediri City who work in various job roles. Data collection methods used in this research include observation, interviews, documentation, and surveys with a questionnaire approach. Data analysis techniques in this research use multiple linear regression with SPSS.

RESULT AND DISCUSSION

Multiple linear regression is used to assess the extent to which independent variables, including work discipline and employee loyalty, influence the dependent variable of career development. The results are as follows:

Table 1
Multiple Regression Result Test

Variable	B	t _{hitung}	Sig. t	Provision
X1	0,670	3,676	0,001	Ha accepted, Ho rejected
X2	0,713	4,506	0,000	Ha accepted, Ho rejected
Constant (a)				4.263
R				0,925
R Square				0,856
F _{hitung}				86,014
Sig. F				0,000

Source : Data by Process, 2023

Constant Value = 4.263: This means that when the values of the variables for the wage system (X1) and team collaboration (X2) are both equal to 0 (zero) or remain unchanged, the value of the employee performance variable (Y) is 4.263 units. **Wage System (β_1) = 0.670:** This means that the value of the wage system variable (X1) is positive, indicating that if the wage system variable (X1) is increased, the employee performance variable (Y) will increase by 0.670 units. **Team Collaboration (β_2) = 0.713:** This means that the value of the team collaboration variable (X2) is positive, indicating that if the team collaboration variable (X2) is increased, the employee performance variable (Y) will increase by 0.713 units. Based on the explanation of the regression equation above, it can be concluded that the wage system variable (X1) and team collaboration variable (X2) have positive values, indicating a positive relationship between these variables and employee performance (Y).

R Square = 0.856: This means that the dependent variable is influenced by the independent variables by 0.856, or in other words, the wage system variable (X1) and team collaboration variable (X2) have an influence on employee performance (Y) of 85.6%. The remaining 14.4% contribution is likely influenced by other variables that were not examined by the researcher in this study, such as loyalty, job satisfaction, work environment, discipline, motivation, conflicts among employees, and others.

In the testing results for the wage system variable (X1), a t-value of 3.676 and a significance value of 0.001 were obtained. These results have a t-value > t-table and a significance value < 0.05. Therefore, Ha (alternative hypothesis) is accepted, and Ho (null hypothesis) is rejected, meaning that the wage system variable (X1) has a significant partial influence on employee performance (Y). In the testing results for the team collaboration variable (X2), a t-value of 4.506 and a significance value of 0.000 were obtained. These results have a t-value > t-table and a significance value < 0.05. Therefore, Ha is accepted, and Ho is rejected, meaning that the team collaboration variable (X2) has a significant partial influence on employee performance (Y).

Regarding the F-test in the table, it can be concluded that the significance values obtained for the wage system variable (X1) and team collaboration variable (X2) have an F-value of 86.014 and a significance value of 0.000. These results have an F-value > F-table and significance < 0.05. Therefore, Ha is accepted, and Ho is rejected, indicating that the wage system variable (X1) and team collaboration variable (X2) have a significant simultaneous or joint influence on employee performance (Y).

Based on the above results, it can be inferred that team collaboration is the most dominant variable affecting employee performance compared to the wage system variable. This can be seen from the significance test results where the team collaboration variable has a larger significance value than the wage system variable

Discussion

Based on the results of the research conducted, the t-test results for the wage system variable (X1) yielded a significance value of 0.001, where this result has a significance value < 0.05. Therefore, Ha (alternative hypothesis) is accepted, and Ho (null hypothesis) is rejected, meaning that the wage system variable (X1) has a significant partial influence on the performance of employees at Kafe Kedai Papringan in Kota Kediri. This can lead to the conclusion that if the company's wage system provided to its employees is fair and meets the standards, it can result in positive returns for the company in the form of maximum employee performance. One of the underlying reasons for the company implementing a fair wage system for its employees is when the company provides wages to its employees in line with the workload of each employee. If this is implemented, it

means the company can assess that when working, employees are consistent and earnest in carrying out their assigned tasks, which will lead the company to establish a fair wage system for each of its employees. This research is supported by previous studies conducted by Mustafa et al. (2018), which showed that the wage system has a positive and significant impact on employee performance. This is also reinforced by research conducted by Sahrudi (2021), which states that the wage system has a positive influence on employee performance.

Based on the results of the research conducted by the researcher, the t-test results for the team collaboration variable (X2) yielded a significance value of 0.000, where this result has a significance value < 0.05 . Therefore, H_a is accepted, and H_o is rejected, meaning that the team collaboration variable (X2) has a significant partial influence on the performance of employees at Kafe Kedai Papringan in Kota Kediri. Consequently, it can be concluded that if the company can create good synergy among employees, resulting in good teamwork, it can make existing work more effective and efficient, ultimately leading to improved employee performance. Employees' perception of good teamwork in performing tasks together is when employees feel that their colleagues exhibit positive attitudes or behaviors during collaborative work activities. This indicates that all employees consistently provide positive support, in terms of both attitude and behavior, to their colleagues during collaborative work activities, allowing teamwork to function well and reach its maximum potential. This research is supported by a study conducted by Indah (2022), which found that teamwork has a positive and significant impact on employee performance. These findings are further reinforced by research conducted by Simbolon (2021), which explains that teamwork affects employee performance.

Based on the statistical data testing results of respondent statements, simultaneous or joint testing yielded an F-test result for the wage system variable (X1) and the team collaboration variable (X2) on employee performance (Y) with a significance value of 0.000. This result indicates that the F-test result has a significance value < 0.05 . Therefore, H_a is accepted, and H_o is rejected, meaning that the wage system variable (X1) and the team collaboration variable (X2) together have a significant simultaneous influence on employee performance (Y). Considering the results of this research, it can be concluded that the wage system and team collaboration are important factors for companies to consider in maintaining the quality of employee performance. If the wage system and team collaboration in the company are managed and implemented effectively, it can lead to increased employee performance. This is supported by research conducted by Hariono (2020), which shows that wage systems and work discipline have a positive and significant simultaneous impact on employee performance. Another study supporting the above statement is the research conducted by Simbolon (2021), which found that teamwork and workload have a positive and significant simultaneous impact on staff performance.

CONCLUSION

A conclusion that can be drawn from the research on the influence of the wage system variable and team collaboration variable on employee performance is that the study has shown a significant partial influence of the wage system variable on employee performance at Kafe Kedai Papringan in Kota Kediri. There is also a significant partial influence of the team collaboration variable on employee performance at Kafe Kedai Papringan in Kota Kediri. Furthermore, there is a significant simultaneous influence between the wage system variable and the team collaboration variable on employee performance at Kafe Kedai Papringan in Kota Kediri.

UNKNOWLEDGEMENT

Thanks to all the unanswered questions, they've motivated me to keep learning and growing. I also want to thank everyone who unintentionally provided me with new insights, without them realizing it. From every conversation, every book I've read, and every experience I've had, I've gained valuable knowledge.

LITERATUR

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep, Dan Indikator)*. Zanafa Publishing.
 Afriansyah, A. (2016). *Pengaruh Kompensasi Dan Konflik Kerja Terhadap Kinerja Karyawan. (Vol. 4)*.



- Allen, R. I., Lambert, E. G., Pasupuleti, S., Tolar, T. C., & Ventura, L. . (2004). *The Impact Of Job Characteristics On Social And Human Service Workers, Social Work And Society*. 2(2).
- Bintoro, & Daryanto. (2017). *Manajemen Penilaian Kinerja Karyawan*. Penerbit Grava Media.
- Daft, R. (2006). *Organization Theory And Design*. Vanerbilt University.
- Davis, W. F. (2014). *Perilaku Dalam Organisasi*. Erlangga.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Halim, M. (2000). *Upah Layak Merupakan Tolak Ukur Keberhasilan Pertumbuhan Perekonomian*. Majalah Tenaga Kerja Tripartite Nasional.
- Hariono, B. (2020). Pengaruh Sistem Upah Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Umkm Batik Ningrat Lasem Kabupaten Rembang.
- Hasibuan, M. S. P. (2012). *Definisi Dan Pengertian Insentif*. Jakarta Bumi Aksara.
- Hermanto. (2020). Pengaruh Kerjasama Tim Dan Komunikasi Terhadap Kinerja Karyawan Pada PT Infiniti Marine Di Kota Batam. 1–50.
- Indah, F. (2022). Pengaruh Kerjasama Tim Terhadap Kinerja Karyawan Pada CV. Sinar Utama Niagatani Kecamatan Sukamaju.
- Kadarisman, M. (2012). *Manajemen Kompensasi*. PT Raja Grafindo Persada.
- Kasmir. (2016). *Sumber Daya Manusia*. PT Rajagrafindo Persada.
- Mangkunegara, A. P. (2009). *Manajemen Sumber Daya Manusia*. Remaja Rosdakarya. Bandung.
- Marwansyah. (2014). *Manajemen Sumber Daya Manusia (Edisi Kedua)*. Alfabeta.
- Masruri, H. (2011). Pengaruh Sistem Pembagian Upah Islami Terhadap Peningkatan Produktivitas Karyawan (Studi pada BMT Ummat Sejahtera dikantor Cabang Utama Semarang).
- oleong, L. J. (2012). *Metodologi Penelitian Kualitatif*. Bandung : PT Remaja Rosdakarya.
- Mustafa, A. A., Madani, M., & Mustari, N. (2018). Pengaruh Sistem Pengupahan Terhadap Kinerja Pegawai Kerja Musiman Di Ptpn X(Pabrik Gula Camming) Kabupaten Bone. *Jurnal Administrasi Publik, April 2018 Volume 4 Nomor 1*.
- Nico. (2018). Pengaruh Semangat Kerja Dan Upah terhadap Kinerja Perawat RSUD Sarah Medan.
- Ristianingsih, E. (2022). Pengaruh Kompensasi, Budaya Organisasi, Dan Kerjasama Tim Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Mediasi. *Sanata Dharma University*.
- Rivai, V. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Rajawali Press.
- Robbins, S. P., & Timothy, A. J. (2008). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Sahrudi. (2021). Pengaruh Sistem Pemberian Upah Terhadap Peningkatan Produktivitas Kinerja Karyawan Pada Selecta Konveksi Dan Bordir Jelutung Kota Jambi.
- Simamora, H. (1999). *Manajemen Sumber Daya Manusia*. Edisi ke-2, Cetakan Kedua, Yogyakarta: Bagian Penerbitan STIE YKPN.
- Simamora, H. (2005). *Membuat Karyawan Lebih Produktif Dalam Jangka Panjang (Manajemen SDM)*. Yogyakarta: STIE YKPN.
- Simanjuntak, P. J. (1985). *Pengantar Ekonomi Sumber Daya Manusia*. Lembaga Penerbit FEUI.
- Simbolon, S. (2021). Pengaruh Kerjasama Tim (Team Work) Dan Beban Kerja Terhadap Kinerja Staf Sekolah Sampoerna Academy.
- Sirait, J. T. (2006). *Memahami Aspek-Aspek Pengelolaan Sumberdaya Manusia dalam Organisasi*. Jakarta: PT. Grasindo.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Alfabet.
- Sukirno, S. (2002). *Pengantar Teori Ekonomi Mikro*. Edisi ketiga. Jakarta: PT. Raja Grafindo Persada.
- Sulistiono, J. (2021). Pengaruh Disiplin Kerja Dan Keselamatan Kesehatan Kerja (K3) Terhadap Produktivitas Kerja Karyawan Pada Pt. Surya Agrolika Reksa Sai Basau Kabupaten Kuantan Singingi. 6.
- Sumarsono, S. (2003). *Ekonomi Manajemen Sumber Daya Manusia dan Ketenaga Kerjaan*. Yogyakarta: Graha Ilmu.
- Sutrisno, E. (2014). *Manajemen Sumber Daya Manusia*. Pranada Media Group.
- Tenner, A. R., & Detoro, I. J. (1992). *Quality Management : Three Stepps To Continuous Improvement*. Addison-Wesley Publishing Company.