



## INTISARI

Untuk mencapai profit yang tinggi di tengah-tengah persaingan yang ketat di pasar industrinya, manajemen PT XYZ memandang bahwa peningkatan produktivitas yang mendukung efisiensi kerja sangatlah memegang peranan penting untuk pencapaian profit yang lebih tinggi. Berdasarkan penelitian-penelitian sebelumnya, desain kompensasi *pay for performance* dianggap efektif sebagai kompensasi yang menunjang peningkatan produktivitas. Di tahun 2004 Billikopf menyarankan bahwa desain kompensasi yang tepat—efisien dan produktif—akan menguntungkan pihak pekerja maupun perusahaan. Hal inilah yang melatarbelakangi dipilihnya topik penelitian ini. Penelitian ini bertujuan untuk: 1) mendapatkan gambaran nilai produktivitas sampel pekerja PT XYZ berdasarkan rumus *single-factor*; 2) menguji apakah faktor-faktor masa kerja, pemberian tunjangan premi hadir, upah produksi, dan jenis pekerjaan berpengaruh terhadap produktivitas pekerja PT XYZ; 3) memetakan produktivitas terhadap upah produksi berdasarkan masa kerja dan jenis pekerjaan; 4) membuat usulan pengembangan model kompensasi pekerja produksi masal.

Tinjauan pustaka yang menunjang penelitian ini, termasuk menentukan kerangka konseptual dan hipotesis dilakukan dalam penelitian ini. Terdapat lima hipotesis, yaitu: 1) semua variabel bebas yang diteliti—masa kerja, pemberian tunjangan premi hadir, upah produksi, dan jenis pekerjaan—tidak berpengaruh secara simultan terhadap variabel terikat—produktivitas; 2) variabel-variabel bebas tidak berpengaruh parsial terhadap variabel terikat. Bagian analisis diawali dengan mengidentifikasi variabel-variabel yang diteliti, menentukan model dan teknik penelitian, dan melakukan uji statistik. Setelah melakukan penelitian kuantitatif, pengembangan model kompensasi dilakukan secara kualitatif.

Penelitian ini menolak  $H_0$  pertama dan menerima  $H_1$  yaitu semua variabel bebas yang diteliti berpengaruh secara simultan terhadap produktivitas ( $F=13,897$ ; tingkat signifikansi 0,000).  $H_0$  kedua ditolak dan menerima  $H_1$ , berarti bahwa masa kerja berpengaruh parsial terhadap produktivitas ( $t=8,21$ ; tingkat signifikansi 0,000).  $H_0$  ketiga ditolak dan menerima  $H_1$ . Pemberian premi berpengaruh parsial terhadap produktivitas ( $t=3,076$ ; tingkat signifikansi 0,002).  $H_0$  keempat ditolak dan menerima  $H_1$  di mana upah produksi berpengaruh parsial terhadap produktivitas ( $t=22,109$ ; tingkat signifikansi 0,000).  $H_0$  kelima ditolak dan menerima  $H_1$ , berarti jenis pekerjaan berpengaruh parsial terhadap produktivitas ( $t=233,408$ ; dengan tingkat signifikansi 0,000). Hasil penelitian kuantitatif ini menjadi masukan pengembangan desain model kompensasi berdasarkan konsep *pay for performance* (PFP) atau *performance related pay* (PRP). Model kompensasi yang diajukan meliputi kompensasi *irregular* dan *regular*. Variabel produktivitas diusulkan sebagai penambah dalam faktor pengali di kompensasi *irregular*, sedangkan kompensasi *regular* disesuaikan nilainya tanpa mengubah model karena telah mengandung kinerja individu (*piece rate*).

**Keywords:** *produktivitas, kompensasi, piece rate, pengupahan berdasarkan kinerja (PRP), pengupahan untuk kinerja (PFP)*



## ABSTRACT

For achieving higher profit, the management of PT XYZ needs to improve the productivity in work efficiency. Previous researchers suggested that pay for performance compensation design was effective for supporting the higher productivity level. Billikopf suggested in 2004 that the efficient and productive compensation design gave benefit to both employer and the employee. This is the reason why the topic is important to discuss further. The purposes of this research are: 1) to obtain the productivity value of PT XYZ's workers based on single-factor formula; 2) to test whether the factors of tenure (year of service), attendance premium allowance provision, production wage, and types of job significantly influence to productivity; 3) to map the productivity to production wage based on tenure and types of job; 4) to develop compensation model for production workers.

Following the literature overview, the conceptual thinking and the hypothesis were defined. The five hypotheses included: 1) all independent variables used—tenure, attendance premium allowance provision, production wage, and types of job—do not simultaneously influence the dependent variable—productivity; 2) tenure does not partially influence the productivity; 3) attendance premium allowance provision does not partially influence the productivity; 4) production wage does not partially influence the productivity; 5) types of job do not partially influence the productivity. The analysis started with how to collect and analyse the data. It followed by the variable identification, defining the research model and technique as well as the statistic tests. After the quantitative research was done, the compensation model development followed with a qualitative approach.

The first  $H_0$  was rejected for  $H_1$  was accepted ( $F=13,897$ ; level of significant=0.000). It means that all independent variables simultaneously influence the productivity. The second  $H_0$  was also rejected, therefore  $H_1$  was accepted ( $t=8.211$ ; level of significant=0.000), it means that tenure partially influences the productivity. The third  $H_0$  was rejected and  $H_1$  was accepted ( $t=3.076$ ; level of significant=0.002). It means that the attendance premium allowance provision partially influences the productivity. The fourth  $H_0$  was rejected, so  $H_1$  was accepted ( $t=22,109$ ; level of significant=0.000). It means that the production wage partially influences the productivity. The fifth  $H_0$  was rejected,  $H_1$  was accepted ( $t=233.408$ ; level of significant=0.000). It means that the types of job partially influence the productivity. The findings were used for the design reference of the compensation model based on pay for performance (PFP) or performance related pay (PRP) concepts. The proposed compensation model included irregular and regular compensations. The irregular one was suggested to add productivity variable as the multiplier factor for the compensation, while the regular one was suggested no change since it has included the individual performance (piece rate).

**Keywords:** *productivity, compensation, piece rate, performance related pay (PRP), pay for performance (PFP)*