

Analysis of The Employee Compensation System at The Plaza Inn Hotel Kendari City

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ABSTRACT

This study aims to analyze the employee compensation system implemented at the Plaza Inn Hotel Kendari City. The research employs a qualitative descriptive method emphasizing Simamora's compensation concept, which consists of four main indicators: wages or salaries, incentives, benefits, and facilities. Data were collected through documentation, interviews, and observation, using purposive sampling to select relevant informants. The findings reveal that the compensation system at the Plaza Inn Hotel Kendari City is generally well implemented. Wages and salaries are provided according to a time-based system and meet or exceed the regional minimum wage standards. Incentives are distributed fairly based on performance results, aligning with employees' duties and responsibilities. Allowances are considered sufficient and are provided in line with employees' needs. Moreover, the facilities offered are highly supportive of employees' work performance, ensuring comfort and productivity. Overall, the study concludes that the compensation system at Plaza Inn Hotel Kendari City effectively supports employee satisfaction and motivation, thereby contributing to improved organizational performance.

Keywords: Employee Compensation System; Wages and Salaries; Incentives; Benefits; Facilities; Employee Satisfaction; Hotel Industry

INTRODUCTION

Human resource management is a science or a way for individuals to be efficiently and effectively and can be used optimally so that the goals (goals) of the company, employees and the community are achieved. Human Resources is one of the most important factors in the field of organizations, or companies, one of which is a company engaged in tourism, especially the hotel industry. The need for human resources is an important tool to improve company performance. Human resources are a factor that supports the implementation of operational activities or work with maximum results must be supported by a compensation system, so that people who work in it feel satisfied with the results of their work.

According to (Hasibuan, 2017) Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. Compensation can also reflect the status, position or position, and also the period of service of an employee of the company. Compensation in the business world is interpreted as a reward given by the company to employees for the performance they have done.

Compensation is also one of the considerations of an employee before deciding to work at a company. Compensation is an important thing to manage in order to increase employee loyalty and work motivation. In this way, the company's productivity will increase which also affects the company's profits. In fact, compensation is not only beneficial for employees, with good management, compensation will also have a positive impact on the company. Appropriate and transparent compensation has an impact on improving employee performance and loyalty, because one of the biggest reasons employees leave a company is because of the inappropriateness of the compensation given. According to (Simamora, 2018) compensation is a financial reward and intangible services and benefits received by employees as part of the employment relationship. There are four indicators for assessing compensation, namely: Wages and salaries: Wages/salaries are the basis of payment that is often used for production and maintenance workers. Wages are generally related to hourly pay rates and salaries usually apply to annual, monthly or weekly pay rates. Incentives are additional compensation above or outside the salary or wages provided by the company. Benefits are components outside of the main income or salary. Common benefits provided are health and life insurance, pension programs, company-paid vacations, and other benefits related to employment relationships. Facilities are generally related to pleasures such as company cars, access to company aircraft, special parking spaces and the benefits obtained by employees.

In the city of Kendari, there are currently many star-rated hotel services, one of which is the Plaza Inn Kendari Hotel, which is a hotel service that stands from various hotels in Kendari. The Plaza Inn Kendari Hotel is a 4-star hotel, strategically located in Kendari, Plaza Inn is the perfect place to explore this active city of Kendari. From here, customer guests can enjoy easy access to must-visit destinations in the city of Kendari.

Based on the results of interviews conducted with HRD and several employees on January 24, 2023 at the Plaza Inn Kendari Hotel, HRD stated that the compensation given by the Plaza Inn Kendari Hotel to employees was quite good. The financial compensation provided consists of salary, incentives, allowances, and facilities. While the non-financial compensation given is related to self-development consisting of; training and development programs, awards and those related to the work environment in the form of pleasant coworkers and a comfortable work environment, the training given is on the job training and in terms of self-development employees are given the

opportunity to develop and can be promoted if they have met the requirements and criteria. Awards are also given to outstanding employees and employees who have had a long work period, awards are included in self-development.

The results of interviews conducted with other employees stated that there were still some compensations that were not appropriate, such as employees who felt that the salary given was not in accordance with the workload because if an employee was absent, the workload was transferred to the employee who was present without any additional salary, so that the compensation was considered less than satisfactory until there were employees who preferred to resign from work and choose to look for a new job. Employees also mentioned that during their work their careers did not develop because the career development system in the hotel was only focused on the length of time the employee had worked, while there were several employees who worked with good quality but the employees had only worked for less than 2 years.

This research is also motivated by a research gap in previous research. Based on research conducted by (Nizam, 2018), Analysis of the compensation system at PT. Bank Rakyat Indonesia Syariah, Jelutung Branch, Jambi City. The results of the study showed that BRI Syariah had provided its employees with good obligations, as seen from the salaries of employees which were above the average UMR in Jambi City, and the payment of salaries and incentives, etc. to employees was never late. The similarities with this study are that it has the same research variable, namely compensation. While the difference lies in the object of research and also the type of research method used.

LITERATURE REVIEW

Previous research that is relevant and can be used as a comparison with this research is research conducted by:

1. (Nizam, 2018), Analysis of the compensation system at PT. Bank Rakyat Indonesia Syariah, Jelutung Branch, Jambi City. Concluded that BRI Syariah has provided its employees with good obligations, as seen from the salaries of employees which are above the average UMR in Jambi City, and the payment of salaries and incentives, etc. to employees is never late. The similarity with this study is that it has the same research variable, namely compensation. While the difference lies in the object of research and also the type of research method used.
2. (Zulkifli & Saskia, 2022), Compensation Analysis in Improving Employee Performance at Hotel Stefani Syariah Pekanbaru, concluded that the compensation submitted by Hotel Stefani Syariah Pekanbaru. Financial and non-financial compensation is intended to increase employee productivity. This shows that when employees feel the benefits of the compensation they receive or rewards for the work done, it has a positive impact on increasing employee productivity. The similarity with this study is that it uses the same research method, namely qualitative descriptive analysis. While the difference is that this study uses additional variables, namely improving employee performance, and also differences in research objects.
3. (Sari, 2019), Employee compensation system at PT Hutahaean Tapanuli Region, Based on the data obtained and analyzed, the compensation system at PT Hutahaean Tapanuli Region is based on a time system where the company uses a monthly salary system as the basic employee payroll system in accordance with the provisions and policies applicable in the company, both daily employees and permanent employees. So it can be concluded that the purpose of the company in providing compensation to employees is to increase work motivation, discipline and cooperation. The similarity with this study is that it has the same variables, namely compensation and the same research method, namely qualitative. While the difference is in the object of research.

4. ([Racma, 2022](#)), Analysis of Compensation Systems in Improving Employee Performance during the Covid-19 Pandemic at the Gresik Regency Ministry of Religious Affairs Office. The results of the study found that the Gresik Regency Ministry of Religious Affairs Office provides compensation based on laws and government regulations. The Gresik Regency Ministry of Religious Affairs Office implements a compensation system based on time standards. Compensation is distributed through an electronic system. The Gresik Regency Ministry of Religious Affairs Office has two groups of employees, namely civil servants and honorary employees. The forms of compensation provided by the Gresik Regency Ministry of Religious Affairs Office to civil servants include basic salary, performance allowances, leave and holiday allowances. Meanwhile, the form of compensation given to honorary employees is in the form of basic salary and 13th salary. Compensation for civil servants at the Gresik Regency Ministry of Religious Affairs Office is based on several standards, such as education, position and length of service. The Gresik Regency Ministry of Religious Affairs Office has a compensation process that includes salary disbursement, performance reports and attendance recapitulation. The similarity with this study is that it uses the same research method, namely qualitative descriptive analysis. While the difference is that this study uses additional variables, namely employee performance, and also differences in research objects.
5. ([Silviyanty, 2019](#)), Analysis of Compensation Management of PT. Tobindo Kencana. From the research that has been conducted, it can be concluded that in the implementation of its compensation management, PT. Tobindo Kencana still has not fulfilled several aspects/components in providing compensation, namely in providing direct compensation, where bonuses and organizational training have been removed from the company's compensation management. The similarities with this study are the same research method with a descriptive qualitative approach method. While the difference lies in the object of the research carried out.

Human Resource Management (HRM) Concept

According to ([Hasibuan, 2019](#)) said "Human resource management is the science and art of managing the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society.". According to ([Bintoro & Daryanto, 2017](#)) stated that "Human resource management, abbreviated as HR, is a science or way of managing the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the company's common goals are achieved.

Compensation

According to ([Nurcahyo, 2015](#)) said that "Compensation is everything that employees receive as a reward for their work that is balanced with employee expectations to meet the need for satisfaction for the achievements that have been achieved and in line with the strategic goals of the company's business". According to ([Ariandi, 2018](#)) Compensation is all rewards received by employees for the results of their work in the organization. Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made to the organization/company where they work.

Types of Compensation

According to ([Cahyaningtyas, 2019](#)), there are three types of compensation that companies commonly provide to their employees, namely:

1. Direct Financial Compensation

This type of compensation can be seen from the method of payment made by the company to its employees directly in the form of money and not objects or other facilities.

2. Indirect Financial Compensation

This compensation is in the form of money that is also issued by the company to its employees as a reward. However, it is not paid directly from the company to its employees, but through a third party.

3. Non-Financial Compensation

Compensation in this case is not in the form of money. However, it still has a positive value for employees.

Compensation System

Compensation has several systems that are expected to be guidelines for companies to be able to provide corporate bona fides. According to (Hasibuan, 2019), several compensation systems that are commonly applied are as follows:

1. Time System

In the time system, the amount of compensation (salary, wages) is determined based on time standards such as hours, weeks, or months. The time system is relatively easier and can be applied to both permanent employees and daily workers. The time system is usually determined if work performance is difficult to measure per unit and for permanent employees, compensation is paid based on the time system periodically every month. The amount of compensation for the time system is only based on the length of service, not related to work performance.

2. Output System

In the output system, the amount of compensation is determined based on the unit produced by the worker, such as per piece, meter, liter, and kilogram. In the output system, the amount of compensation paid is always based on the amount of work done, not on the length of time it takes to do it. This output system cannot be applied to permanent employees (time system) and types of work that do not have physical standards, such as administrative employees. The advantage of this system is that employees who work hard and perform well will receive greater rewards. The disadvantage of this system is that the quality of the goods produced is poor and employees who are less capable receive small rewards, so it is less humane.

3. Piecework System

The piecework system is a method of remuneration in which the determination of the amount of service is based on the volume of work and the duration of work. Determining the amount based on compensation based on the piecework system is quite complicated, takes a long time to do, and many tools are needed to complete it. So, in the piecework system, workers can get large or small compensation, depending on the accuracy of their calculations.

Compensation Indicators

According to (Simamora, 2018) compensation is financial rewards and intangible services and benefits received by employees as part of the employment relationship. According to (Simamora, 2018) there are four indicators for assessing compensation, namely:

1. Wages and salaries: Wages are the basis of pay that is often used for production and maintenance workers. Wages are generally associated with hourly pay rates and salaries are usually applied to annual, monthly or weekly pay rates.
2. Incentives: Incentives are additional compensation above or beyond the salary or wages provided by the company.
3. Allowances: Allowances are health and life insurance, retirement plans, company-paid vacations, and other benefits related to the employment relationship.
4. Facilities: Facilities are generally related to pleasures such as company cars, access to company aircraft, special parking spaces and other benefits obtained by employees.

Compensation policies, both in terms of size, structure and payment time, can encourage employee enthusiasm and desire to achieve optimal work performance, thus helping to realize the company's goals. The amount of compensation must be determined based on job analysis, job position, external consistency, and guided by justice and labor laws. With this policy, it is hoped that harmonious cooperation will be built and provide satisfaction to all parties.

The amount of compensation has been determined and known in advance, so that employees definitely know the amount of compensation or reward they will receive. Compensation is the value that employees and their families will use to meet their needs. The amount of compensation reflects the status, recognition and level of fulfillment of needs that will be received and enjoyed by employees and their families. If the reward received is greater, it means that the position is higher, the status is better and the fulfillment of needs enjoyed is greater. Thus, job satisfaction is also better. This is where the importance of compensation lies for employees as sellers of power (physical and mental).

RESEARCH METHOD

This study uses qualitative data analysis techniques. The object of the study was conducted at the Plaza Inn Kendari Hotel. The informants in this study were 3 informants. The data sources used were primary data and secondary data. The collection techniques used were interviews, documentation, and observation. The data analysis techniques used were data collection, data reduction, data presentation and drawing conclusions. The operational definition of the research variables is compensation consisting of indicators of wages/salaries, incentives, allowances, and facilities.

RESULTS

The results of this study are in line with the results of research conducted by Muhamad (Nizam, 2018), whose research results show that the provision of employee salaries has been carried out well by PT. Bank Rakyat Indonesia Syariah Jelutung Branch, Jambi City to its employees. Which can be seen from the amount of salary given in accordance with the UMR standard, Jambi City area.

The results of this study are in line with the research conducted by (Desmala, 2019). The results of her research showed that the provision of incentives implemented by UD. Ayam Potong Amin Prayitno, Kungkai Baru Village, Air Periukan District, Seluma Regency has been implemented well to its employees.

The results of this study are in line with the theory put forward by (Sopiah & Sangadji, 2018) which states that incentives are direct rewards paid to employees because their performance exceeds the specified standards. Assuming that money can be used to encourage employees to work harder, those who are productive prefer their salaries to be paid based on work results. Meanwhile, according to (Sri, 2018) incentives are awards given to motivate workers to have high work productivity, and are not fixed.

The results of this study are in line with the results of research conducted by (Masriana, 2019). The results of which show that the provision of allowances given by the Pekanbaru Post Office to its employees is very good. The author also agrees with the theory put forward by (Hasibuan, 2007) which states that allowances are one form of rights obtained by employees with a work agreement. Allowances are given according to position and job title. The provision of allowances is expected to be able to increase employee work enthusiasm in a better direction. Through the provision of allowances,

employees will be motivated to carry out their duties and obligations with enthusiasm and full loyalty.

The results of this study are in line with the results of research conducted by (Chandra, 2021). The results of his research show that the provision of facilities implemented by PT. Intan Wijaya Internasional.TBK is very good. Where the facilities provided are in accordance with the needs of each employee. The author agrees with the theory put forward by (Baskoro, 2019) which states that work facilities are a form of company service to employees to support performance in meeting employee needs, so that it can improve employee performance. According to (Rifai, 2019) work facilities are everything that is used and used by employees to carry out tasks that can facilitate and smooth the implementation of all work.

DISCUSSION

Wages/Salary

Employee compensation at the Plaza Inn Kendari Hotel in the form of wages/salaries is paid on a periodic time system every month and it is always given on time every month and the salary given is in accordance with the city minimum wage (UMK), where the amount of salary given by the Plaza Inn Kendari Hotel to its employees adjusts the level of education and experience possessed by each employee. The higher the level of education and work experience of the employee, the higher the salary received by the employee. Such as at the high school/equivalent level and having two years of experience in the hotel sector will receive a salary/wage according to the city minimum wage (UMK).

Conversely, employees whose education level is high school/equivalent and have no experience in the hotel sector will receive a salary below the city minimum wage (UMK). While for employees whose education level is S1/Bachelor and have more than two years of experience, the amount of salary they receive is above the city minimum wage (UMK). Conversely, employees at the S1/Bachelor level who do not have sufficient experience, the amount of salary they receive is below the city minimum wage (UMK).

Incentives

The provision of incentives at the Plaza Inn Hotel, Kendari City has been running well, where the incentives set are based on a results system or based on the number of results achieved, not on the length of time it takes to do it. The results achieved such as the profit/profit target obtained by the Plaza Inn Hotel, Kendari City in one year have been achieved or exceeded the target, then the employees of the Plaza Inn Hotel, Kendari City receive incentives, namely incentives in the form of financial incentives. Such as additional salary in the form of money given by the Plaza Inn Hotel, Kendari City to its employees outside of the basic salary as an appreciation for the performance of its employees who are able to work in accordance with the goals of the Plaza Inn Hotel, Kendari City.

Allowances

The provision of allowances provided by the Plaza Inn Hotel, Kendari City to its employees has been implemented well because the company pays close attention to the needs of each employee so that the allowances applied to each employee are equalized except for the nominal amount following the position occupied by each employee. Such as health insurance allowances, lunch costs, leave allowances, transportation allowances in the form of vehicle fuel money received by employees within one month for HRD and Manager positions 1/3 (one third) of the basic salary, while for the House keeping position the amount of transportation allowance received is 1/4 (one quarter) of

the basic salary in one month. Allowances are given at the same time as wages/salaries, namely every month, this is because the provision of work allowances is very important for employees, because the amount of work allowances is based on the performance results of the employees themselves, so if the system for providing work allowances is given by the company fairly, it will encourage employees to be better at doing their jobs.

Facilities

The facilities provided by the Plaza Inn Kendari Hotel to its employees are very good, the facilities provided are determined by a time system where the facilities provided by the company are used during working hours such as car facilities used to pick up hotel guests, and laptop facilities. The facilities provided are facilities that greatly support the work they do so that the results have a very positive impact on the company. Such as for the Manager and HRD positions, they get computer/laptop facilities, special rooms, and other facilities such as special employee parking spaces, employee lockers, company cars. So that it can facilitate and accelerate employee performance. Providing work facilities is very important for employees, because the size of the work facilities is based on the performance results of the employees themselves, so if the system for providing work facilities provided by the company is fair enough, it will encourage employees to do their jobs better.

CONCLUSION

Based on the research results, it can be concluded that the compensation system at the Plaza Inn Hotel, Kendari City can be said to be very good, seen from the four indicators that are the benchmark for compensation, namely:

1. Wages/Salaries have been implemented well, and are based on a time system, as seen from the results of the interview, the average informant's answer said that salaries are always given on time every month and the amount of salary they receive is in accordance with the city minimum wage (UMK) and even more than the city minimum wage (UMK).
2. Incentives have been implemented quite optimally and are based on a results system, as seen from the results of the interview where the informant said that the initiative they received was in accordance with their duties and responsibilities.
3. Allowances are quite effective and are based on a time system, as seen from the results of the interview, most informants said that the allowances they received were in accordance with their needs.
4. Facilities are very good and are based on a time system, as seen from the results of the interview, most said that the facilities they received from the Plaza Inn Hotel, Kendari City were in accordance with their work or all the facilities provided to employees supported their work.

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DECLARATION OF CONFLICTING INTERESTS

We have no conflicts of interest to disclose. All authors declare that they have no conflicts of interest.

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