

Compensation to Increase Work Productivity of the Employees

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ABSTRACT

This research aims at analyzing the influence of compensation, work satisfaction and work performance toward work productivity of the employee in district office at Minahasa Selatan Regency. The data were collected from 86 samples which randomly selected from the total population of 125 employees. Survey method is path analysis to analyze data descriptively and inferentially.

The findings show that: (1) there is a positive direct influence of compensation, work satisfaction, and work performance on employees' work productivity, (2) there is a positive direct influence of compensation and work satisfaction on employees' work performance, and (3) there is a positive direct influence of compensation on employees' job satisfaction. The findings recommend that to improve the quality of employee work productivity, it needs to intensify compensation, job satisfaction and work performance.

Keywords: Compensation, job satisfaction, work performance and work productivity.

1. Introduction

The recent issue which gets most global attention is the productivity of an organization. This issue centers on the notion that the productivity of an organization needs improving in order to achieve goals. The productivity of an organization is measured from the efficient use of human resources. The personnels of organization include employees who were recruited and work in each department in the organization. An effective employee is able to finish the assigned duty well and satisfactorily within the deadline. On the contrary, an ineffective employee is unable to accomplish the assigned duties well within the deadline which has been set.

It is assumed that the decreasing work productivity in an organization primarily stems from the inadequate skills and low job satisfaction from the employees. However, there are some minor factors leading to this phenomenon. As a result, the leader of the organization must be able to seek out the core problem underlying the low productivity of the employees and finds for the best solution.

Nowadays, the work productivity of the employees in the governmental organization is the subject of society's attention because their productivity does not meet the expectation. This low productivity is associated with the

public service these employees provided. The society frequently complaint for the less maximal and disappointing quality of the service. Society expect for much better quality of public service.

Currently, the district government of Minahasa Selatan has initiated the refreshment of employees program by rolling and mutating the employees within the same Local Government Working Unit (SKPD) and between Local Government Work Units (SKPD). This program indicates that the employees in government organizations have low work productivity. It also signifies the effort from the regional government to accelerate the productivity of these employees.

Observation mainly focusing on the offices of district head in Minahasa Selatan shows that most employees still have low productivity in accomplishing their tasks. Due to their high education background, it is assumed that they are able to finish the assigned tasks well. Most of them graduated from high school, even some have higher education background. The low work productivity of employees working in the district offices in Minahasa Selatan can be seen from some indications such as the employees often come late, leave the office before the working hour ends, postpone the accomplishment of tasks, and make mistake in accomplishing the task.

The low productivity of employees can be the result of following important factors such as leadership style, organizational culture, work environment, work motivation, compensation, job satisfaction, work performance and some other factors. Due to the various factors leading to low work productivity, this research needs narrower formulation of problems. Narrowing the problem is inevitable because of the limited amount of time to conduct the research. Besides, this research needs to focus on more dominant factors which affect the work productivity of the employees in the district offices in Minahasa Selatan. Thus, the research focuses its discussion on three dominant factors which affect the productivity of the employees in the district offices in Minahasa Selatan. Those factors are compensation for the rendered service, job satisfaction, and work performance.

Due to the explanation above, the research problem can be formulated as follows 'do compensation, job satisfaction and work performance directly affect the employees' productivity?. Do compensation and job satisfaction also directly affect work performance of the employees?

Greenberg in Sinungan (1997:12) explains that productivity is the ratio between the total output per period which is divided by the total costs incurred or resources consumed in that period. Peter F. Drucker (1982:97) explains that productivity is the balance of all production factors which incur more output by using lesser amount of resources. George J. Washnis (1981:112) states that productivity includes two basic concepts, namely efficiency and effectivity. Efficiency refers to resources such as human, capital, and natural resources needed to produce output. Effectivity refers to the consequence and the quality of input. Koontz dan Weincnih (1988:8) explicates that productivity is the combination of effectivity and efficiency in accomplishing tasks in an organization. Effectivity represents the achievement of goals, and efficiency is accomplishing the task with the least use of resources. Harsey and Blanchard (1993:140) explain that productivity is associated with effectivity (goal accomplishment) and efficiency (costs and human resources

which affect the quality of life). These diverse opinions on productivity lead to definition that productivity is indicated by effectivity and efficiency. It is also associated with the ratio of output with the consumed human resources.

Sutrisno (2009:111) argues that work productivity can be measured by using following indicators: (1) the ability to perform tasks, (2) the achieved output (effectivity), (3) motivation, (4) self improvement. (5) working quality, (6) efficiency. Mosley, Meggison and Pietri (2005:413) explain that productivity can be accelerate by 3 main efforts: 1) to increase output without reducing capital, 2) to minimize cost for input without reducing output, and 3) increase output without reducing input. It shows that increasing productivity can be done by increasing effectivity and efficiency. Effectivity can be improved by following method; 1) accomplishing tasks based on the criteria, 2) accomplishing tasks by using suitable method, way, and equipment. Efficiency can be improved by minimizing input (resources) such as 1)time, 2) material, 3) energy.

Compensation is the main factor which needs more attention from the organization because it can motivate, maintain and attract the employees. Andrew Sikula (1981:59) states that "...In the employment world, financial rewards are the compensation resources provided to employees for the return of their service. The terms "remuneration", "wage" and "salary". Also are used to describe this financial arrangement between employers and employees. A remuneration is a reward, payment or reimbursement for service rendered. Most forms of remuneration are financial, although these reimbursements on occasion also may be nonfinancial in nature".

From this opinion it is clear that a compensation include both financial and non-financial. It is basically a manifestation of respect from the organization to the service rendered. Gary Dessler (2005: 72) argues that compensation is all forms of payment or reward for employees due to their work. Compensation has two main components: direct financial payments (in form of UPA, salary, incentives, commissions and bonuses) and indirect payments (In the form of financial benefits such as insurance and vacation paid by employers). Mangkuprawira (2004: 49) raises similar opinion by saying compensation is the reward which employees receive in exchange for their service for the company. Handoko (2010: 155) argues that compensation is the reward for employees as a reward for their work. Hadari Nawawi (2008: 155) argues that compensation is a reward for workers who have contribution in realizing its goals by performing their tasks. According to Siagian (2010: 252), the interests of the workers must get more attention, so the compensation they receive for the services rendered to the organization should enable him to retain their dignity as an honorable human being. Umar (2005: 16) explains that compensation for the employees is divided into two types: financial rewards (direct compensation), and non-financial (complementary or indirect compensation). Financial compensation refers to rewards for the employees in the form of salaries or wages, bonuses, premiums, health insurance and other similar items paid by the organization. Non-financial rewards are intended to retain employees in the long term such as the provision of service programs for employee. It tends to create favorable working conditions and environments such as recreation programs, cafeterias, and worship places.

From some definitions above, it can be summed up that compensation refers to giving rewards for the rendered contributions from the employees in the

form of either financial and non-financial reward. Job satisfaction will affect the productivity of an organization which the leaders expect from the employees. Every worker expects satisfaction from their workplace. Robbins (2003: 78) explains that job satisfaction reflects the common attitude on the quality of employees' tasks. It shows the difference of reward relating to the amount of reward the employees will get. Greenberg and Baron (2003: 148) define job satisfaction as a positive or negative attitude which someone receives due to the work. Vecchio (1995: 124) expresses job satisfaction as the thoughts, feelings, and tendencies which someone will perform. In other words, it is how someone perceives about his/her job. Gibson (2000: 104) shares similar opinion by stating that job satisfaction reflects how people feel and react about their job. It is the result of their own perception on their job. Kreitner and Kinicki (2001: 224) state that job satisfaction is an affective or emotional response to various aspects of a person's work.

These definitions show job satisfaction is not a single concept. Someone can feel satisfaction or even dissatisfaction with one or two aspects in his/her job. Job satisfaction reflects attitude instead of behavior. Work performance is also a determinant the quality of efforts which will be performed to achieve high productivity in an organization. This term is coined as work performance or job performance. In many written resources, this is defined as work achievement. Therefore, this research will use those terms.

Smith (2000:127) explains that "Work performance in output driven from process, human or other wise". To measure the performance, Mitchell (1978:51) suggests one formula which is expressed as follows: $\text{Performance} = \text{ability} + \text{motivation}$. Work performance is the ability and motivation functions. Mitchell (1978:103) also states that work performance covers following aspects: (1). Quality of work; (2) Promptness; (3) Initiative; (4) Capability; (5) Communication

This study aims at analyzing the effects of compensation, job satisfaction and job performance on the productivity of employees working at the district offices in Minahasa Selatan. Thus, the objectives of the study can be elaborated as follows: : 1) To analyze the direct influence of compensation on employee productivity working at the district offices in Minahasa Selatan, 2) To analyze the direct influence of job satisfaction on the productivity of employees working at the district offices in Minahasa Selatan 3) To analyze the direct influence of job performance on the productivity of employees working at the district offices in Minahasa Selatan, 4) To analyze the direct influence of compensation on the work performance of the employees working at the district offices in Minahasa Selatan, 5) To analyze the direct influence of job satisfaction on the performance of the employees working at the district offices in Minahasa Selatan, 6) Analyzing the direct influence of compensation on job satisfaction of the employees working at the district offices in Minahasa Selatan

Based on the theoretical framework explained before, the research formulate some hypotheses as follows: 1) Compensation has a direct influence on employee productivity working at the district offices in Minahasa Selatan, 2) Job satisfaction has a direct influence on on the productivity of employees working at the district offices in Minahasa Selatan 3) Job performance has a direct influence on on the productivity of employees working at the district

offices in Minahasa Selatan, 4) Compensation has a direct influence on on the work performance of the employees working at the district offices in Minahasa Selatan, 5) Job satisfaction has a direct influence on on the performance of the employees working at the district offices in Minahasa Selatan, 6) Compensation has a direct influence on on job satisfaction of the employees working at the district offices in Minahasa Selatan

METHOD

This research applies survey method by using path analysis technique. The path analysis is done to test each path significance that exists in research variables constellation model which is examined.

The population of this research consists of 125 employees of district offices at Minahasa Selatan who are spread in 17 districts. The sample measurement is set based on the rule that is stated by Slovin in Umar (2000:76) and there are 86 respondents in this research.

The data collecting technique that is done is by using the questionnaire instrument. The research intruments cover four research variables: (1) Instrument for work productivity variable, (2) Instrument for compensation variable, (3) Instrument for work satisfaction variable, (4) Instrument for work performance variable.

The research instrument of each variable is compiled by using the measurement scale, Likert scale. Each statement that is submitted for each time has five possibility answers that are expected to be chosen by respondents based on the condition felt by each respondent.

The item construction is compiled in favorable statement and non favorable statement. For the favorable statement, each answer will be scored 5,4,3,2,1. For non favorable statement, each answer will be scored 1,2,3,4,5. For determining the validity and the reliability of research instrument that is compiled, first the trial is done for 30 respondents who are not the respondent in this research and they are appointed as research sample. This trial is aimed to reveal the validity and the reliability of research instrument.

The validity test is done to test whether the tool can truly measure the variable indicator that is examined or not. The analysis to test the validity is used the Pearson Product Moment correlation formula. The criteria that is used for item validity test is by comparing the r alpha table = 0,05 and n degree of freedom. Because the respondents of the trial are 30 so the degree of freedom is for $30-2=28$ and the r table = 0,361. If r count is bigger than r table = 0,361 so the item of the variable is considered valid. Otherwise, if r count is smaller than r table, the item is not considered valid and it will not be used.

The reliability test is done to test whether the tool gives the same result or not. The measurement tool is considered as reliable tool if that tool in measuring certain phenomenon in different time still shows the same result. So, the reliable measurement tool is the tool which the result is still consistent and gives the same result and measurement. For testing the reliability, the Alpha Cronbach formula is used.

For internal consistency test, Cronbach's alpha coefficient is used. This coefficient has range from 0 until 1. The validity and reliability test is done to help the SPSS program. The data technique analysis that is used is inferential and descriptive statistic analysis technique. The descriptive statistic analysis is used to analyze data that is related with each variable score and the result will be presented in histogram and frequency distribution list form. The inferential statistic analysis uses the path analysis that is applied to test hypothesis that is formulated with $\alpha = 0,05$. Before the hypothesis test is done, the analysis requirement test which is the normality test and data linearity was done. For examining the direct and indirect variable between each variable that exist in theory model, it can be seen from path coefficient. The path analysis is done with the help of SPSS 17 computer program.

RESULT

The analysis result on data normality test for Work Productivity (Y) on Compensation (X1), Job satisfaction (X2), Work Performance (X3). Data normality of variable X3 on variables X1, X2 and variable X2 on X1 shows that all research variabes have normal distribution. It is seen from the value of L_{hitung} for all research variables is smaller than the value of L_{tabel} ($L_{hitung} < L_{tabel}$).

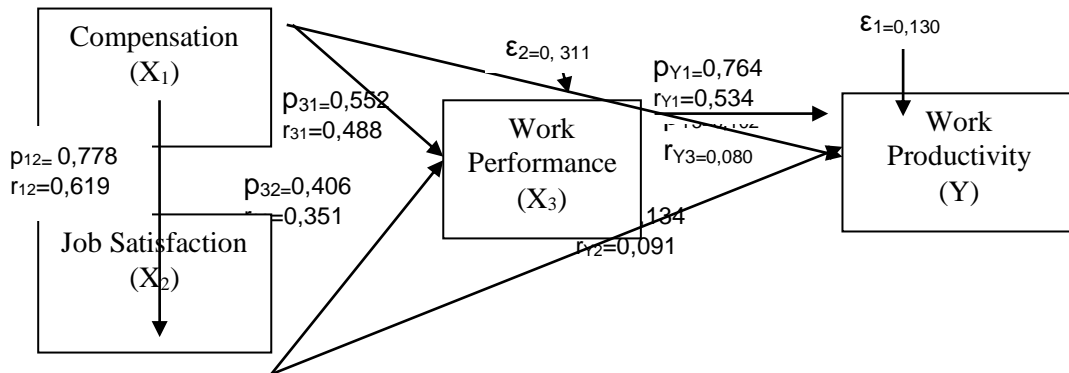
Significance and linearity tests in regression is conducted to detect whether regression model used is suitable and valid with the data obtained. The result shows that regression equation variable Y on X1, X2, X3, regression equation X3 on X1, X2, and regression equation X2 on X1 is significant and linear. Hypothesis test is important to test research hypothesis. The result of test is summed up in the following table:

Recapitulation Table of Hypotheses Test Result

No	Hypotheses	Statistical Test	Result	Conclusion
1	Compensation on Work Productivity	$H_0 : \beta_{Y1} \leq 0$ $H_1 : \beta_{Y1} > 0$	H_0 is rejected	it has positive direct influence
2	Job Satisfaction on Work Productivity	$H_0 : \beta_{Y2} \leq 0$ $H_1 : \beta_{Y2} > 0$	H_0 is rejected	it has positive direct influence
3	Work Performance on Work Productivity	$H_0 : \beta_{Y3} \leq 0$ $H_1 : \beta_{Y3} > 0$	H_0 is rejected	it has positive direct influence
4	Compensation on Work Performance	$H_0 : \beta_{31} \leq 0$ $H_1 : \beta_{31} > 0$	H_0 is rejected	it has positive direct influence
5	Job Satisfaction on Job Satisfaction	$H_0 : \beta_{32} \leq 0$ $H_1 : \beta_{32} > 0$	H_0 is rejected	it has positive direct influence
6	Compensation on Job Satisfaction	$H_0 : \beta_{21} \leq 0$	H_0 is rejected	it has positive direct

		$H_1 : \beta_{21} > 0$		influence
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Based on the model above, the path model for the influence between variables can be described as follows:



DISCUSSION

The result of analysis finds that compensation directly gives positive and significant impact to employee's productivity. Positive impact means that if employees receive high compensation, they will have high productivity. However, significant impact means that compensation is a factor or variable which cannot be obeyed in developing employee's productivity. From the whole variables which influence the employee's productivity, this research finds that variable of compensation is the most dominant or the highest impact.

Rachmawati (2007: 145) mentions that the proper and fair compensation for employee can fix attitude and behavior which cannot be beneficial for employee's productivity. It means that giving compensation can increase employee's productivity. Susilo Martoyo (2007:119) explains that giving compensation can boost employees to work more productive.

Compensation can increase and decrease employee's productivity. Therefore, organization must manage fair and proper compensation. Proper compensation means high performance and service will produce high price and salary. Fair compensation means that value or salary of compensation for A and B will be different depending on their performance. According to Handoko (2010:160), fairness of compensation can make employee satisfied and motivated to work, so finally it positively can affect their job performance. It is in line with Robbin's statement (2003:211) that when job holders perceive their attempts rated accurately, and they also perceive compensation which they rate related to their evaluation, organization or company will optimize supportive infrastructures of organization such as by evaluation of policies and procedures in giving compensation or accomplishment. In the other word, compensation and accomplishment will improve high job performance and high work motivation if it is perceived fairly by the employees, and it directly relates to work accomplishment and each individual necessity.

Compensation is a main factor which affects on how and why people work in an organization and non-organization. According to Robbertson (1971: 103)

that a manager should be competitive with several types of compensation to hire, to maintain, and to reward job satisfaction of each individual in an organization. Based on the previous explanation, it considers that compensation is a binder of a company with its employees, a pull factor for prospective employees and a push factor of becoming employees. According to Martoyo (2007:118), functions of compensation are : 1) to allocate human resource efficiently, 2) to use human resource more efficient and more effective, 3) to encourage stability and economic growth. Hani Handoko (2010: 156) mentions that compensation is purposed 1) to hire qualified employees, 2) to maintain existing employee, 3) to guarantee fairness, 4) to respect required attitudes, 5) to control costs, 6) to comply legal regulations.

The analysis result indicates that job satisfaction directly affects on positive and significant employee's productivity. Positive impact means that higher job satisfaction will result higher employees' productivity. However, this research results that the high and low accomplishment of work productivity are determined by the high and low job satisfaction which are rated by the employees. Employees who perceive and experience high job satisfaction tend to achieve better job productivity, and vice versa. Hani Handoko (2010:195) explains in many cases, there is positive relationship between high satisfactiion and high job productivity, but it is not adequate and significant. There are many employees with high satisfaction do not have high job productivity.

James L. Gibson (2006: 373) et.al, explains that Job satisfaction is an individual's expression of personal well-being associated with doing the job assigned. Job satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the job holder views the outcomes. These outcomes have different values for different people. Based on this explanation, it indicates that job satisfaction is a private expression of individual which relates to the relationship of job assigned to them. Job satisfaction depends on intrinsic and extrinsic outcomes and how the job holder views the outcomes. The outcomes will possess different value for each person. The condition of research object tells that work productivity of employee is different from one and another. There is an employee who work productively by completing the jobs on time. It indicates the embracement of high job satisfaction of job holder, and the job holder who has low job satisfaction will be seen from their low job performance and job initiation (they only do command and instruction from their chief). They have no initiation to do some jobs.

The result of analysis indicates that job performance directly puts positive and significant impacts of employee's productivity. The positive impacts means that higher job performance will cause higher employee's productivity of job holder. However, the significant impact means that job performance is a factor or variable which cannot be obeyed in achieving job holder's productivity. This research result indicates that the low and high job holder's productivity determined by good job performance or bad job performance.

Field situation indicates that there are lack of employees shows high job performance or high job accomplishment, for example: in the case of unpaid work arrears on time since there is still future days as the reason. This work culture should be avoided since it can affect to the job holders and organization. It is in line with Blumberg & Pringle which is quoted by Jewell &

Siegel (1992:143) mention that job accomplishment should be same with the standards set by the company. Employee's job accomplishment can affect to the job holders or the work place. High job accomplishment can increase company's employee's productivity, decrease employee turnover, and also consolidate corporate management. In the other hand, job accomplishment of employee can decrease the level of quality and employee's productivity, increase employee turnover, and in the end affect on the company income.

According to the previous arguments, it indicates that job achievement of employees is important since it affects negative and positive for both organization and employees. For employees, the high level of job accomplishment can give benefits such as increasing salary, opening opportunity for promotion, decreasing possibility of being demoted, and also increasing experience in the job field, as well as increasing organization or company's income. In the other hand, the low level of job accomplishment indicates that the job holders are not competent for their jobs, as the result they get difficult to be promoted in higher position, have possibility to be demoted, and finally get fired since they can cause income degradation.

The result of analysis indicates that job performance directly puts positive and significant impacts of employee's productivity. The positive impact means that higher job performance will cause higher employee's productivity of job holder. However, the significant impact means that job performance is a factor or a variable which cannot be obeyed in achieving job holder's productivity. This research result indicates that low and high job holder's productivity determined by lowness or highness of compensation received by the job holders.

The analysis result indicates compensation as salary is not adequate to fulfill daily needs for employees and their family within the time, so it encourages employees to seek for another income; therefore, it results the absence of job holders in the office. This condition is supposed to be solved by organization management in attempting compensation for all employees without neglecting impact factor of employees' job accomplishment. Zeitz in Baron & Bryne (1994:142) explains that job accomplishment influenced by two factors: organizational factor and personal factor. Organizational factor includes service reward system, supervision quality, workload, value and passion, and physical condition of work field. The most important factor of organizational factor is service reward system in the form of salary, bonus, or others. Secondly, it is supervision quality where a subordinate can achieve job accomplishment when the boss is more competent than him. Personal factor includes individual characteristics, seniority, working time, ability or skill related to the jobs.

According to the previous explanation, it is clear that many factors can determine job accomplishment or job performance, but the most important thing is reward system or compensation can be granted in the form of salary, bonus, or others. In the attempt of achieving compensation for employees in in Minahasa Selatan district including in the area of sub districts, the district government seeks for regional performance allowances or Tunjangan Kinerja Daerah (TKD) for each employee as much as one million rupiahs. However, in the implementation, it is given irregularly each month for employees since it adjusts to the financial capacity of each region.

Due to receiving bonus irregularly, it encourages employees to seek additional incomes as a civil servant who only receive limited compensation. It is compared with the outcome for daily needs. If daily needs cannot be fulfilled, it can cause stress for employees and give bad impact in increasing job accomplishment. It is in line with Susilo Martoyo (2000:123) who explains that impact factors of job accomplishment are level of stress, physical condition, compensation system, economic aspects, and technical and behavior aspects. The other explanation is stated by Blumberg & Pringle in Jewell & Siegal (1992:143) who state that several factors determine job accomplishment of a person, such as opportunity, capacity, and willingness to achieve accomplishment.

Capacity factors are age, health, ability, intelligence, level of education, stamina, and level of energy. Willingness factors are motivation, job satisfaction, job status, solicitudes, legitimation, participation, attitude, perception of task, job involvement, ego involvement, self image, personality, norm, value, perception of role expectation, fairness. Opportunity factors include salary, tool, material, supply, work condition, peer action, management attitude, policy, rule, organizational procedure, and information.

The analysis result shows that job satisfaction has a positive direct influence toward job performance. Positive influence means that the higher the job satisfaction, the better the job performance of the employee. While significant influence means that job satisfaction is factor or variable that can't be ignored in improving the employee work performance. The result of this research confirms that good or bad of job performance is decided by the high or the low of employee job satisfaction that is felt by the employee. The employee who feels satisfied with his or her work shows the good job performance. Otherwise, an employee who does not feel satisfied with his or her work shows a rather bad job performance. Siagian (2010:297) states that any researches prove that an employee who is satisfied not by herself or himself is an employee who has good achievement but an employee who are in average.

Gibson (2000:110) clearly explains that there is reciprocal relation between work performance and work satisfaction. In one side, it is said that the work performance causes the job improvement so the satisfied worker will be more productive. In another side, the work satisfaction is caused by the work achievement so a worker who is more productive will get satisfaction.

From above opinion, it can be concluded that the relation of work achievement or work performance with the job satisfaction can occur. In one side the job satisfaction side causes the work achievement and in other side the job satisfaction can occur and it is caused by the work achievement.

The analysis result shows that compensation has a positive and significant direct influence toward the job satisfaction. Positive influence means that the higher compensation that is received by the employee, the higher job satisfaction that is felt by the employee. While, significant influence means compensation is factor or variable that can not be ignored in improving the job satisfaction of the employee. The result of this research confirms that high or low of the job satisfaction that is perceived or felt by the employee is decided by the high or low or the adequate compensation that is received by the

employee. Stephen P. Robins (2003:127) states that job satisfaction is pushed by several factors and one of the factors is an adequate reward. Kinicki & Kreitner (2008:208) argues that: Rewards are an ever-present and always controversial feature of organization life. Some employees see their job as the source of a paycheck and little else, others derive great pleasure from their job and association with co-workers, volunteers walk away with rewards in the form of social recognitions and pride of having given unselfishly of their times.

This opinion means that compensation is something that always exists and always becomes the controversial feature in organization life. Some employees consider job as money resource and other small things. Other employees get compensation such as: high leisure from their work and will socialize with other employees, and the volunteers also get the compensation. There is also an employee who still has high job satisfaction by doing the job that is trusted to him or her well and faithfully though the compensation is limited. However, there is an employee who has low job satisfaction and it can be seen from his or her working. The employee works as routine, there is not any creativity and initiative for doing the job that can give benefits for both sides: the employee and the organization where he or she works.

Ivancevich, Konopatké dan Matteson (2008:178) states that: Rewards are classified into two broad categories, extrinsic and intrinsic, an intrinsic reward is defined as one that is self-administered by the person. It provides a sense of satisfaction and often, a feeling of pride for a job well done. An extrinsic reward is initiated from outside the person. Receiving praise from a supervisor is extrinsic or initiated by someone other than the person, a supervisor.

Compensation is classified into two wide categories which are extrinsic and intrinsic. The intrinsic compensation is defined by something that is controlled by people themselves. This will cause the satisfied feeling and toward the proud feeling for the job that can be finished well. The extrinsic compensation begins from the outside. Getting compliments from the supervisor is extrinsic or other things that begin from other people like from the supervisor.

In line with above opinion, Robbins S. Millet and B. Waters Marsh (2008:84) state that job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics. Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities, and relations with other fellow employees. This opinion shows that job satisfaction is a positive feeling of someone's work which is the evaluation of the characteristics of the work. Factors that influence cover the characteristic of the job, supervision, present income, promotion chance, and colleagues relation.

CONCLUSION

Based on the research result and discussion, it can be concluded as followed: The analysis result shows that β_{Y1} coefficient is for 0,764 and t calculation is for 11,15 > t table 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of positive compensation (X_1) toward the employees work productivity (Y) and it means to improve the work productivity can be done by

improving the compensation that is accepted by the employees in form of adequate salary, incentive, and allowance that is suitable with the employees contribution in the organization.

The analysis result shows that β_{Y2} is for 0,134 and $t_{\text{calculation}}$ is for 2,018 > t_{table} 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of job satisfaction (X_2) toward the employees work productivity (Y) and it means to improve the work productivity of employees can be done by improving the job satisfaction of employees in satisfaction form of their work, work condition, partner, appreciation and the chance for promotion.

The analysis result shows that β_{Y3} is for 0,102 and $t_{\text{calculation}}$ is for 2,186 > t_{table} 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of positive work performance (X_3) toward the employees work productivity (Y) and it means to improve the employees work productivity can be done by improving the employees work performance in form of agility, initiative, and communication in doing the job.

The analysis result shows that β_{31} is for 0,552 and $t_{\text{calculation}}$ is for 3,677 > t_{table} 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of positive compensation (X_1) toward the employees work performance (X_3) and it means to improve the work performance of employees can be done by improving the compensation that is accepted by the employees in form of adequate salary, incentive, and allowance that is suitable with the employees contribution in the organization.

The analysis result shows that β_{32} is for 0,406 and $t_{\text{calculation}}$ is for 2,704 > t_{table} 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of positive job satisfaction (X_2) toward employees work performance (X_3) and it means to improve the employees work performance can be done by improving the work satisfaction of employees in satisfaction form of their work, work condition, partner, appreciation and the chance for occupation promotion.

The analysis result shows that β_{32} is for 0,406 and $t_{\text{calculation}}$ is for 2,704 > t_{table} 1,67 so H_0 is refused. So, it can be concluded that there is direct influence of positive compensation toward the employees work satisfaction and it means to improve the employees work satisfaction can be done by improving the compensation that is accepted by the employees in form of adequate wage, incentive, and allowance that is suitable with the employees contribution in the organization.

Based on the whole data analysis, it can be concluded the theoretical frame model that is submitted can be used to predict the employees work productivity in head district offices at Minahasa regency. The variables that are in the theoretical frame model show the strong positive relation so all the hypothesis in this research are acceptable.

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