Influence of Compensation, Work Environment, Motivation, and Work Spirit on Employee Performance Botanical Garden Bedugul

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Submission History:
Submitted: August 18th, 2023
Revised: November 25th, 2023
Accepted: December 12th, 2023
Available Online: December 31st, 2023

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Abstract
Bedugul Botanical Garden is one of the tourism objects in Tabanan Regency which is packaged as an agrotourism for foreign and domestic tourists. This research aims to analyze the influence of compensation, work environment, motivation and work spirit on the performance of Botanical Garden Bedugul employees. Determining the number of research samples is based on the Slovin formula, so that the number of research samples can be determined as 77 employees from all Botanical Garden Bedugul employees totaling 326 people. The sampling technique uses the Cluster Random Sampling technique. Data collection methods use interviews, questionnaires and documentation. The analysis technique in the research uses multiple regression analysis techniques. The results of research using the t statistical test show that partially compensation, work environment, motivation and work spirit have a positive and significant effect on the performance of Botanical Garden Bedugul employees. The magnitude of the influence of each independent variable on the performance of Botanical Garden Bedugul employees is compensation of 18%, work environment of 8.7%, motivation of 30.7% and work morale of 15.5%. Hypothesis testing using the F statistical test (ANOVA) shows that simultaneously compensation, work environment, motivation and work spirit have a positive and significant effect on the performance of Botanical Garden Bedugul employees. The motivation variable has a more dominant influence on the performance of Botanical Garden Bedugul employees. The implication of this research is one of the considerations in efforts to improve the performance of Botanical Garden Bedugul employees which can be done by maintaining employee motivation and morale as well as improving/improving the employee work environment.

Keywords: Compensation, Work Environment, Motivation, Work Spirit, Employee Performance
INTRODUCTION

Botanical Garden Bedugul is a form of company or organization that has an organizational road map consisting of 3 groups, namely: short term, medium term and long term goals. The goals of an organization or company are an explanation of the company’s vision and mission. In carrying out its activities, companies or organizations require various production sources that suit the needs and types of activities of the organization or company, so that the goals of the company or organization can be achieved. One very important production factor is humans as drivers of other production factors in the survival of the company. This statement was confirmed by Hasibuan (2019) who stated that humans are a very important element compared to other elements owned by an organization, such as: money, machine materials, work methods, time and other assets that can only be useful for the organization if the people in the organization are utilized optimally. Handoko (2020) in his theory states that human resources are an important aspect in a position which includes: people who provide energy, talent, creativity and effort to an organization or position. In this regard, employees have a very important role, good management is needed in managing human resources in every company.

Botanical Garden Bedugul is a regional company in the Tabanan Regency area. The Bedugul Botanical Garden is under the supervision of the Indonesian Institute of Sciences (LIPI = Lembaga Ilmu Pengetahuan Indonesia) and in organizational structure it is under the guidance of the Bogor Botanical Gardens Plant Conservation Center. The Bedugul Botanical Garden has the main function as a nature conservation center for tropical mountain plants typical of eastern Indonesia. Various types of orchids, ferns, begonias, cacti and other rare types of plants are planted there. The beautiful, neat and attractive garden arrangement is a special attraction for tourists to come to visit. The size of the Bedugul Botanical Garden area, which reaches around 157.5 hectares, will certainly cause various problems, such as: work environment, motivation, work enthusiasm, employee commitment to work and so on, which will influence the performance of Botanical Garden Bedugul employees.

Compensation is often interpreted as wages. Hasibuan (2019), in his theory states that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Nitisemito (2019) states that compensation is a reward given by a company/agency to its employees which can be valued in money and tends to be given regularly. Because wages or compensation concerns
the issue of service rewards and is also a source of income and basic needs for employees, it will greatly influence employee motivation and morale which will ultimately have an impact on employee and company performance. Determining wage levels is very important for companies, because it reflects the organization's efforts to maintain its human resources (Handoko, 2020). Botanical Garden Bedugul provides appropriate compensation based on the Regulations of the Ministry of Manpower of the Republic of Indonesia.

Hasibuan (2019) emphasized that the process of providing compensation must be based on the principles of justice and feasibility. The principle of justice is reflected in every employee who works 5 days a week and 8 hours a day, employees receive compensation whose amount varies depending on length of service, diploma and allowances as well as overtime. The decent principle can be seen from the provision of monthly compensation consisting of basic salary, wife’s allowance, child allowance and transportation money. Employees also receive holiday allowances once a year and leave allowances once a year. Seeing the amount of compensation received by employees, it can be ensured that the company's performance will definitely be achieved in accordance with the targets set by the company. However, in reality there are still many performance achievements that are not in accordance with the targets that have been set. Based on the results of initial observations, it was found that the performance achievements of Botanical Garden Bedugul had not reached the targets that had been set, especially from the operational aspect.

According to Nitisemito (2019), the work environment is something that surrounds workers and influences them in carrying out their assigned tasks. The work environment is an internal and external condition that can influence work morale so that work can be completed more quickly and well. Sedarmayanti (2019) in his theory states that in general the work environment is divided into 2 types, namely: physical environment and non-physical environment. Working environmental conditions are said to be good or appropriate if people can carry out activities optimally, healthily, safely and comfortably. The suitability of the work environment can be seen over a long period of time, moreover a bad work environment will result in more energy and time and will not support the achievement of an efficient work system design (Sedarmayanti, 2019).

Problems regarding the work environment at the Bedugul Botanical Garden are seen from the suitability of the office layout which is indeed inadequate, such as; separate buildings, very large work areas and other work environment problems which will later affect employee performance.
Providing motivation is very important to improve employee performance in a company, because motivation is a driving force that is able to create a person’s desire to work so that they want to work. The motive referred to here is the desire and encouragement or movement that exists within each employee to achieve the targets that have been set. Uno (2017) in his theory states that motivation is internal and external encouragement within a person which is shown by desires and interests, drives and needs, hopes and ideals, appreciation and respect. The management of Botanical Garden Bedugul in an effort to increase employee work motivation is by implementing the appointment of contract employees to become permanent employees.

It is hoped that the large salaries and bonuses received by employees can guarantee that all employees have high motivation at work, so that management hopes that the motivation provided will have a positive influence on employee personalities, such as: the desire to develop abilities and careers, the desire to do the best and be responsible regarding job duties and obligations. However, in reality the motivation given to Botanical Garden Bedugul employees is not fully in line with the leadership’s expectations. This can be seen from the fact that there are still complaints from the public regarding the slow service of employees in the field.

Work enthusiasm is carrying out work more actively by minimizing mistakes in work, strengthening a sense of responsibility, and being able to complete tasks on time according to predetermined plans (Toha, 2017). Employee morale is important in any collaborative effort. In general, morale and morale decrease due to dissatisfaction from the employees concerned, both materially and non-materially. Increasing employee morale can be done by providing sufficient salaries, paying attention to spiritual needs, providing opportunities for advancement, creating a relaxed atmosphere, paying attention to self-esteem, placing employees in the right position, providing opportunities for advancement, and feeling safe. To face the future, try to ensure employees have loyalty, provide targeted incentives, pleasant facilities and so on. The importance of work enthusiasm can be seen as a fundamental part of management activities which aims to direct human potential and energy by generating, enlivening, fostering high passion and togetherness in carrying out individual and organizational tasks.

The management of Botanical Garden Bedugul in an effort to further increase employee morale is carried out by providing incentives in the form of salaries and other benefits that employees receive in certain periods. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with
the responsibilities given to him (Mangkunegara, 2019), so that the performance of each employee greatly determines the performance of the organization as a whole. in the process of achieving organizational goals.

Based on the description above, there is a very close relationship between compensation, work environment, motivation and work morale on employee performance, so the author is interested in conducting more in-depth research regarding employee performance issues at Botanical Garden Bedugul with the research title: "The Influence of Compensation, Work Environment, Motivation and Work Spirit on the Performance of Botanical Garden Bedugul Employees".

**Formulation of the Problem**

Based on the background above, several problems that need to be researched at the Botanical Garden Bedugul, are:
1. How does compensation affect the performance of Botanical Garden Bedugul employees?
2. How does the work environment influence the performance of Botanical Garden Bedugul employees?
3. How does motivation influence the performance of Botanical Garden Bedugul employees?
4. How does work spirit influence the performance of Botanical Garden Bedugul employees?
5. What is the influence of compensation, work environment, motivation and work spirit on the performance of Botanical Garden Bedugul employees?

**Research Purposes**

Based on the problem formulation, the following research objectives can be set:
1. To analyze the effect of compensation on the performance of Botanical Garden Bedugul employees.
2. To analyze the influence of the work environment on the performance of Botanical Garden Bedugul employees.
3. To analyze the influence of motivation on the performance of Botanical Garden Bedugul employees.
4. To analyze the influence of work spirit on the performance of Botanical Garden Bedugul employees.
5. To analyze the influence of compensation, work environment, motivation and work spirit on the performance of Botanical Garden Bedugul employees.

Benefits of Research

It is hoped that this research can contribute to related parties, directly or indirectly, including:

1. Theoretical Contribution
   This research is expected to provide empirical evidence and compare its suitability with theory related to the factors that influence the performance of Botanical Garden Bedugul employees.

2. Practical Contribution
   It is hoped that this research can contribute to the management of the Botanical Garden Bedugul regarding factors that can improve the performance of the Botanical Garden Bedugul, so that it can be taken into consideration in improving performance in the future.

LITERATURE REVIEW

Compensation

Compensation (remuneration) provided by the company through an employment relationship is a right for employees to work because they have carried out their duties and obligations during a certain period. Handoko (2020), in his theory states that compensation is everything that employees receive as remuneration for their work. The company hopes that the compensation paid by the company will obtain greater rewards from employees, such as good work performance, performance and motivation. Sastrohadiwiryo (2015) in his theory states that compensation is remuneration provided by the company to the workforce, because the workforce contributes energy and thoughts for the progress of the company in order to achieve the goals that have been set in both the short and long term. Compensation is often interpreted as wages.

Hasibuan (2019) in his theory states that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Mangkunegara (2019) states that compensation is something that is considered comparable. Hasibuan (2019) in his theory states that in general, compensation can be divided into 2, consisting of:
1. Direct Compensation
   The compensation given is directly related to the work results of the employee concerned, consisting of: salary/wages, bonuses and incentives

2. Indirect Compensation
   The compensation provided is indirectly related to the work results of the employee concerned, consisting of: health benefits, transportation benefits and housing benefits.
   The factors that can influence compensation are:
   a. Job Supply and Demand
   b. Company Ability and Willingness
   c. Labor Unions/Company Organizations
   d. Employee Work Productivity
   e. Cost of Living
   f. Employee Position
   g. Education and Work Experience
   h. National Economic Conditions
   i. Type and Nature of Work

Compensation Indicator

Compensation indicators are based on the theory put forward by Simamora (2011), namely:
1. Wages/Salary
   The amount of wages/salaries received by employees is deemed appropriate to the work they have done
2. Incentives
   The amount of incentives other than wages receive by employees
3. Allowance
   Any additional benefits offered to workers or employees that exceed predetermined standards
4. Facilities
   Everything provided by the company to facilitate work efforts and expedite work implementation

Work Environment

The work environment, where employees work, is a place of interaction for employees with different personalities/characteristics, so that a comfortable work
environment will provide calm, a sense of comfort and pleasure, which will later influence employee performance. The work environment where employees work is an area that must receive attention from company leadership. Even though the work environment does not have a direct influence on the work process, the work environment will have a direct influence on the personalities of the employees who work. Isyandi (2004), in his theory, states that the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting and noise, cleanliness of the workplace, whether or not work equipment is adequate. Nitisemito (2019) in his theory states that the work environment is something that exists around workers and that influences them in carrying out their assigned tasks. Meanwhile, according to Sedarmayanti (2019), her theory states that broadly speaking, the types of work environment are divided into two, namely: physical environment and non-physical environment. The work environment is an internal and external condition that can influence work spirit so that work can be completed faster and better (Nitisemito, 2019).

Working environmental conditions are said to be good or suitable if people can carry out activities optimally, healthily, safely and comfortably. The suitability of the work environment can be seen from the results over a long period of time, furthermore poor work environments can demand more labor and time and do not support the achievement of an efficient work system plan (Sedarmayanti, 2019). The benefits of a work environment according to Ishak and Tanjung (2013) are that it creates passion for work so that productivity and work performance increases. The work environment has a powerful influence on an individual, it will have a big effect on what is done. The physical conditions of a work environment have a major influence on the level of employee morale. In order for organizations to achieve high levels of employee productivity, they need to ensure that the physical work environment supports employees. Meanwhile, the benefit gained from working with motivated people is that the work can be completed correctly, which means the work is completed according to the correct standards and within the specified time scale. Work performance will be monitored by the individual concerned and will not cause too much supervision and fighting spirit will be high.
Work Environment Indicators

Sedarmayanti (2019) stated that there are 12 indicators of the work environment consisting of 10 indicators of the physical work environment and 2 indicators of the non-physical work environment, which can be presented as:

1. Lighting
   - Appropriate lighting or lighting greatly influences the level of employee safety and performance. Insufficient lighting will result in employees' vision becoming less clear, resulting in work being slow, making more mistakes and being less efficient at work.

2. Air Temperature
   - The human body always tries to maintain body temperature at a normal state. The human body with its existing circulatory system can adapt to changes that occur outside the body, but with limited capabilities. The research results show that various temperature levels will have an influence on employee performance.

3. Humidity
   - Humidity is the amount of water contained in the air, usually expressed as a percentage.

4. Air Cycle
   - Oxygen is a gas that every living creature needs to breathe. The main source of fresh air is the plants around the workplace to produce the oxygen needed by humans. The presence of oxygen/clean air around the workplace, coupled with the psychological influence due to the presence of plants around the workplace, will provide coolness and freshness to the body and soul. Cool and fresh air during work will help speed up the body's recovery from fatigue after work.

5. Noise
   - Noise is sound that is unwanted by the ear. In the long term, noise can disturb the peace of work, damage hearing and cause communication errors, so work environments with noisy sounds should be avoided so that work can be carried out efficiently so that work productivity increases.

6. Smells
   - The presence of unpleasant odors/scents around the workplace can be considered pollution, because it can disrupt work concentration. The use of Air Conditioning (AC) and aroma therapy is one method used to eliminate disturbing aromas around the workplace.
7. Color Management
Color management in the workplace needs to be studied and planned as well as possible. In reality, color arrangement cannot be separated from decoration arrangement. The nature and influence of colors can, without realizing it, cause feelings of happiness, sadness and so on.

8. Decoration
Decoration is closely related to how to arrange the layout, color scheme, equipment and so on for work. Good decoration will give a comfortable impression when working.

9. Music
Music that suits the atmosphere, time and place can arouse and stimulate employees to work. Therefore, songs need to be chosen selectively to be played in the workplace.

10. Security
Place safety and working environment conditions need to be taken into account. One effort to maintain security in the workplace is by utilizing security officers (Satpam).

11. Employment Relations
Working relationships are all conditions that occur, both working relationships with superiors and relationships between co-workers and subordinates.

12. Work Atmosphere
A good working atmosphere is a conducive working condition such as a comfortable atmosphere.

Motivation
Motivation comes from the Latin word "motivus" which means encouragement or movement. High motivation from each employee is very necessary to increase company productivity. People who have high motivation will be motivated to work harder and more enthusiastically because they see work as not just a source of income but to develop themselves. Maslow in Handoko (2020) states that humans will have motivation caused by various needs and desires. Maslow's hierarchy identifies in increasing order. The five levels are:

1. Physiological Needs
   Examples: need for food, clothing, shelter, freedom from pain

   Examples: employee development, safe working conditions, labor unions, savings, severance pay, pension guarantees and insurance
3. Social Needs
   Examples: formal and informal work groups, company sponsored activities, commemorative events

4. Esteem Needs
   Examples: status or position, self-confidence, recognition, reputation and achievement, appreciation, self-respect and appreciation

5. Self-Actualization Needs
   Example: Using one's potential, growth and development of one's potential

According to George and Jones (2005), the Alderfer Theory suggests that there are 3 human needs that need to be satisfied as a source of work motivation, namely:

1. Existence Needs, related to basic needs including physiological needs and safety needs
2. The need for relationships (Relatedness Needs), emphasizing the importance of relationships between individuals (interpersonal relationships) and society (social relationships)
3. The need for growth (Growth Needs), an intrinsic desire in a person to progress or improve his personal abilities

The definition of motivation according to Fathoni (2016), is moving people and providing motivation, meaning the process of moving other people to do something as expected by the mover or the person directing them. Meanwhile, Sopiah (2018), in his theory, says that motivation is a situation where a person's effort and willpower are directed towards achieving certain results or goals. Motivation is an impulse of will that causes a person to carry out an action to achieve a certain goal. According to Uno (2017), his theory states that motivation can be interpreted as internal and external encouragement within a person which is indicated by the existence of desires and interests, drives and needs; hopes and aspirations; appreciation and respect

Motivation is a positive effort to mobilize, mobilize and direct the power and potential of the workforce so that they can productively achieve and realize the goals that have been previously set. Hasibuan (2019) states that there are several goals that can be obtained from providing motivation, namely:

1. Increase employee morale and job satisfaction
2. Improve employee performance
3. Increase employee discipline
4. Maintain company stability
5. Make employee procurement more effective
6. Create a good working atmosphere and relationships
7. Increase loyalty, creativity and participation
8. Increase the level of employee welfare
9. Increase employees' sense of responsibility for their duties
10. Increase the efficiency of using tools and raw materials

Mc. Clelland in Mangkunegara (2019) states that motivation is a mental condition that encourages a person to achieve maximum performance. The characteristics of humans with a high need for achievement are as follows:
1. A strong desire for personal responsibility
2. Prompt and concrete mutual wishes taking into account the results of their work
3. Doing a job well, monetary and other material rewards related to achievement
4. Tendency to set feasible achievement goals
5. Humans with a strong need for achievement will produce a high level of goal achievement
6. Likes to take responsibility for solving problems
7. Determine reasonable achievement targets
8. Take risks with full calculation
9. Willingness to obtain feedback on his performance

Sutrisno (2019) states that several factors influence employees in carrying out their work, namely:
1. Internal factors consist of:
   a. The desire to live
      This factor is the most basic factor that exists in every living creature on this earth. In order to maintain life, humans must work to get food
   b. The desire to have
      The desire to have something that is not owned and the desire to have more of something makes a person have to work harder to increase their income
   c. Desire to gain appreciation
      That everyone always wants to be appreciated. Whatever their education level, job or social level, they always want to be appreciated. So this factor is sometimes a very big driver in motivating employees to work better and more efficiently
2. External factors consist of:
   The conditions/work environment in which employees are working greatly influences employee activities at work, and is supported by adequate facilities and infrastructure. The work environment and employee interactions are important factors in work.

Motivational Indicator

The motivation indicators in the motivation theory proposed by Herzberg in Robbins and Judge (2015) are often called the two-factor theory. Herzberg stated that basically this theory suggests how managers can control factors that can produce job satisfaction or job dissatisfaction. These factors are extrinsic factors and intrinsic factors. Extrinsic factors consist of:

1. Wages
   Wages in the form of money received by employees are adjusted to the employee's duties and responsibilities at work
2. Working Conditions
   Working conditions are conditions that are not limited to the physical conditions of the environment where employees work, but include the social relationships that exist between employees
3. Supervision Techniques
   Supervision techniques used by leaders in supervising employee performance
4. Interpersonal Relationships
   Interpersonal relationships are due to work relatedness and mutual need for one another, so good relationships between employees must be maintained

   Meanwhile, intrinsic factors consist of:
1. Achievement Achievement
   The employee's desire to be able to excel at work
2. Promotion
   There are equal opportunities among employees for advancement and higher career development
1. Awards
   Employees feel and get appreciation for every job they do
2. Responsibility
   Employees have a sense of responsibility in every job they do
Work Spirit

Work spirit is doing work more diligently by minimizing mistakes in work, strengthening a sense of responsibility and being able to complete tasks on time according to established plans (Nitisemito, 2019). Darmawan (2020) said that work spirit can also be interpreted as a climate or work atmosphere within an organization that shows a sense of spirit in carrying out work and encourages them to work better and more productively. Hasibuan (2019) states that work spirit is a person’s desire and sincerity to do their work well and is disciplined to achieve maximum work performance. Nitisemitio (2019), in his theory, states that the way to increase spirit and spirit for work is to provide salary, incentives, spiritual needs, a relaxed atmosphere, self-esteem, placement, opportunities for advancement, feelings of security in facing the future, loyalty, participation and facilities.

There are several factors that cause the emergence of work spirit, based on the theory put forward by Zainun in Darmawan (2020), namely:

1. Harmonious relationships between leaders and subordinates, especially between leaders who work directly in daily contact and dealing with subordinates
2. Officers’ satisfaction with their duties and work because they have received tasks that they fully enjoy
3. A friendly working atmosphere and climate with members of the organization, if they are with those who have a lot of contact with work on a daily basis
4. Achieving organizational goals which are also their common goals which must be realized together
5. Adequate level of economic satisfaction and other value satisfaction as a reward that is felt to be fair for the work
6. Peace of mind, guaranteed certainty and protection against anything that could harm you personally and your career during your journey

High morale will have a positive impact on employees and the company where they work, but if employee morale decreases it will have a negative impact that can affect employee performance, both individually and as a whole within an organization. Therefore, leaders must be aware of indications of a decline in the morale of the employees they lead.

Work Spirit Indicator

According to Dharma (2018), indicators of employee morale can be measured through:

1. Obedience to Orders
Employee compliance in carrying out work in accordance with orders/instructions received

2. Compliance with the Code of Conduct
   Employee compliance/obedience to comply with established rules and regulations

3. Absence
   Always try to be present at work

4. Employee Cooperation
   Having good cooperation in working with leaders and employees will greatly influence morale at work

5. Employee Satisfaction
   There is satisfaction with the results of the work that can be completed

6. Satisfaction with the Work Environment
   A good work environment will provide a feeling of comfort in working

7. Satisfaction with the Guarantee Provided
   There is a guarantee that is appropriate to the field of work

8. Job satisfaction
   There is satisfaction with the results of the work that can be completed

Performance

Performance comes from the words job performance or actual performance which means work performance or the actual achievements achieved by someone. Performance (Job Achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time (Hasibuan, 2019). According to Fahmi (2012), performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced in one time period. According to Dessler (2019), his theory states that performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. Toha (2017) in his theory states that performance is a description of the level of achievement of an activity/program/policy in realizing the organization's targets, objectives, vision and mission as stated in the organization's strategic planning.

Performance will always be related to work standards or measures. Work measures or standards are related to certain parameters or dimensions that are used as a basis or reference by the organization for measuring performance. To be able to measure performance well, many experts or specialists have opinions about performance standards
that can be used, but most opinions vary. Performance dimensions/indicators are aspects that serve as measures for assessing performance. These standards are used as benchmarks in assessing performance. Performance dimensions or measures are very necessary because they will be beneficial for many parties (Sudarmanto, 2015). According to Marwansyah (2014), the objectives of performance assessment are:

1. As a basis for decision making to promote workers who excel, take action against workers who do not or do not perform well, train, transfer or discipline workers, provide or postpone increases in rewards/remuneration
2. Provide feedback to employees, so that performance appraisal functions as a medium for personal development and career development
3. Provide feedback to employees, so that performance appraisals are used to train, transfer or discipline employees
4. Help determine training program objectives.

**Performance Indicators**

Meanwhile, according to Mathis and Jackson (2012), employee performance indicators are:

1. **Quality**
   
   It is the result of the hard work of employees in accordance with the goals previously set by the company. If the results achieved by the employee are high then the employee’s performance is considered good by the company or in accordance with its objectives. This means that it is a level that shows the work process or results achieved on a job are close to perfection

2. **Quantity**
   
   It is the result of hard work from employees who can reach the maximum scale determined by the company. With the results set by the company, the performance of the employees is good

3. **Timeliness (Timeliness)**
   
   Employees can work according to the standard working hours set by the company. By working according to the predetermined time standards, the employee's performance is good. With timeliness, which is a level that shows that a job can be completed more quickly than the specified time, the employee’s performance is good
4. Attendance
   This is something that employees must maintain. Employee attendance can be a measure of whether employees like their work. Employees who have more attendance usually have better performance.

5. Ability to Cooperate
   By having employees who have a high sense of self-esteem towards their work, employees try to achieve the best results in their work. Therefore, with a high sense of self-esteem towards their work, it is hoped that employees can improve their performance at work. The ability to work together, which is a level of condition of employees, can create a comfortable atmosphere at work, self-confidence, and cooperation between co-workers so that performance will increase.

Research Conceptual Framework

The framework is a series of concepts and clarity of relationships based on the studies described above. The conceptual framework in this writing aims to provide boundaries and clarify the research flow in examining the relationship between variables in research. The conceptual framework that will be described is limited to the variables of compensation, work environment, motivation, work spirit for the performance of employees of Botanical Garden Bedugul. Based on theoretical studies and empirical studies, the research conceptual framework can be presented in the image below:

![Conceptual Framework Image]

Influence of Compensation, Work Environment, Motivation and Work Spirit on the Performance of Botanical Garden Bedugul Employees
RESEARCH METHOD

Population and Sample Determination

Sugiyono (2018) in his theory states that population is a generalized area consisting of objects or subjects which constitute certain quantities and characteristics determined by researchers to be studied and then draw conclusions, while the definition of sample is part of the number and characteristics possessed by the population. The population of this research is limited to employees of Botanical Garden Bedugul, totaling 326 employees.

Determining the number of research samples is based on the theory put forward by Slovin in Sugiyono (2018), known as the Slovin Formula:

\[
n = \frac{N}{1 + N.(e)^2}
\]

Information:
- \(n\) = Number of samples
- \(N\) = Total population
- \(e\) = Error tolerance limit

Based on the Slovin formula, the number of research samples at the Botanical Garden Bedugul employee, can be determined according to the calculation results below:

Formula:

\[
n = \frac{N}{1 + N.(e)^2}
\]

\[
= \frac{326}{1 + 326.(0.01)^2}
\]

\[
= \frac{326}{1 + 326.0.01}
\]

\[
= \frac{326}{1 + 3.26}
\]

\[
= \frac{326}{426}
\]

\[
= 76.53 \text{ (77) employee}
\]
Based on the results of calculations using the Slovin formula, the number of samples in this study was 77 employees from all employees of Botanical Garden Bedugul.

Data Types and Sources

The types of data used in this research are:

1. Quantitative Data
   Data that can be expressed in the form of numbers, and is data on an interval and ratio measuring scale (Sugiyono, 2018). The quantitative data from this research is the number of employees of the Botanical Garden Bedugul and the tabulation results of questionnaire answers from the list of questions in the questionnaire

2. Qualitative Data
   Data that is not in the form of numbers but in the form of information, such as: history and organizational structure of Botanical Garden Bedugul

   Meanwhile, the data sources used in this research consist of:

1. Primary Data
   Data obtained and collected directly at the research site from employees through observation, interviews and questionnaires

2. Secondary Data
   Data obtained in finished form at the research site, such as: company history and organizational structure.

Method of Collecting Data

The data collection methods used in this research are:

1. Observation
   The technique of collecting data is by looking and observing directly the problems that occur in the research object

2. Interview
   The interview method is a way of collecting data which aims to dig up in-depth information about the object being studied in the hope of finding more open information from respondents

3. Documentation
   Documents are records of past events. Documents are usually in written form, such as regulations and policies. Documents in the form of images, for example organizational structures (Sugiyono, 2018). Research results will be more reliable if supported by
company documents and reports which are of course very closely related to this research, such as LPD history, organizational structure and number of employees.

4. Questionnaire

A questionnaire is a data collection technique using a list of questions distributed to each respondent to be answered regarding the indicators of the variables in the research. Sunyoto (2019) states that a questionnaire is a method of collecting data by using a list of questions that are asked to respondents to be answered by providing a questionnaire. The distribution of questionnaires was measured using a 5-point Likert scale, namely:

- STS = Strongly Disagree = 1
- TS = Disagree = 2
- KS = Disagree = 3
- S = Agree = 4
- SS = Strongly Agree = 5

Data Quality Test

Testing the validity and reliability of the instruments in the questionnaire is very important to obtain valid and reliable research results. Data quality testing was carried out by trial by distributing questionnaires to 30 respondents randomly.

1. Test the validity of the research instrument

Validity is the degree of accuracy between the data that occurs on the research object and the data that can be reported by researchers (Sugiyono, 2018). Data is said to be valid if it is able to measure what must be measured and reveals data from the variables studied consistently. In the data collection process, a questionnaire method was used which was distributed to respondents. According to Sugiyono (2018) validity testing is carried out using the following criteria:

   a. If rcount > rtable, then the question is declared valid
   b. If rcount < rtable, then the question is declared invalid

And if the correlation value is positive and $r \geq 0.3$ then the instrument item is declared valid or has good construct validity. The validity testing process in this research used SPSS version 25.0 for Windows.

2. Reliability Test of Research Instruments

Reliability is a measure of the reliability of a research instrument which shows the extent to which an instrument can be trusted or relied upon to measure various aspects
of a research variable. Data is said to be reliable if it has a reliability coefficient (α) ≥ 0.6 (Sugiyono, 2018).

**Analysis Techniques**

The analysis techniques used in this research are:

1. **Descriptive Statistical Analysis**
   Descriptive statistics are statistics that are used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations. Descriptive statistical analysis is analysis that uses data that is created either individually or in groups with the aim of creating a systematic picture, actual and accurate data regarding the facts and relationships between the phenomena being investigated or researched. Descriptive statistical analysis, such as: age, gender, length of service and level of education (Sugiyono, 2018).

2. **Classic Assumption Test**
   A multiple regression model can be said to be good if the model meets several assumptions, which are then called classical assumptions. The classical assumption test aims to determine the condition of the data used in research in order to obtain appropriate analysis. The classical assumption testing process is carried out using the same steps as the regression testing process. The classic assumption test consists of:
   a. **Normality Test**
      It is part of linear regression to find out whether the data is normally distributed or not. Normality testing was carried out on each independent variable, namely: X1 (Compensation), X2 (Work Environment), X3 (Motivation), X4 (Work Spirit) and the dependent variable Y (Employee Performance). All these variables were tested using the One Sample Kolmogorof – Smirnov test which was programmed in the SPSS (Statistical Package for Social Science) version 25.0 for Windows program. The basis for making a decision to accept or reject a data distribution is seen from the Asymp value. Sig ≥ 0.05 (Priyatno, 2017)
   b. **Multicollinearity Test**
      The multicollinearity test aims to test a model whether there is a perfect or almost perfect relationship between the independent variables, so that it is difficult to separate the influence of the individual variables on the dependent variable. This test aims to find out whether the independent variables in the regression equation are not correlated with each other. Priyatno (2017) in his theory states that to detect the occurrence of multicollinearity is to look at the
Tolerance value and the Variance Inflation Factor (VIF) value, where variables are said to not have multicollinearity if the VIF value is >10 and the Tolerance value is <0.10

c. Heteroscedasticity Test
The heteroscedasticity test aims to determine whether model deviation occurs due to variance interference that differs from one observation to another. The heteroscedasticity test was carried out using the Glejser test which regresses the absolute residual value (AbsRes) on the independent variable. The basis for decision making using the Glejser test is:
1) If the probability (sig. value) > 0.05 then H0 is accepted
2) If the probability (sig. value) <0.05 then H0 is rejected

3. Partial Correlation Analysis
Partial correlation analysis is a method used to determine the strength of the relationship or the level of strength of the relationship between two variables, where other influencing variables are considered controllable or constant. Interpretation of the strength and weakness of a relationship/correlation is guided by the opinion expressed by Sugiyono (2018), which is presented in the table below:

<table>
<thead>
<tr>
<th>Coefficient Interval</th>
<th>Relationship Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>0,00 – 0,199</td>
<td>Very weak</td>
</tr>
<tr>
<td>0,20 – 0,399</td>
<td>Low</td>
</tr>
<tr>
<td>0,40 – 0,599</td>
<td>Currently</td>
</tr>
<tr>
<td>0,60 – 0,799</td>
<td>Strong</td>
</tr>
<tr>
<td>0,80 – 1,000</td>
<td>Very strong</td>
</tr>
</tbody>
</table>

Source: Sugiyono, 2018

4. Multiple Correlation Analysis
Multiple correlation analysis is an analytical technique used to determine the relationship between several independent variables and the dependent variable simultaneously or together. The magnitude of the multiple correlation coefficient can be
5. Multiple Linear Regression Analysis

Multiple linear regression analysis aims to measure or determine the linear relationship between two or more independent variables and the dependent variable, where the independent variables in this research are compensation (X1), work environment (X2), motivation (X3) and work spirit (X4) on the dependent variable, namely: the performance of employees of Botanical Garden Bedugul. According to Sugiyono (2018), the multiple linear regression formula is:

Formula:

\[ Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 \]

Information:

- \( Y \) = Employee Performance
- \( X_1 \) = Compensation
- \( X_2 \) = Work Environment
- \( X_3 \) = Motivation
- \( X_4 \) = Work Spirit
- \( b \) = Regression Coefficient
- \( a \) = Constant t test

6. The t test (Partial Test)

The t test (Partial Test) aims to determine the partial significance of the independent variable on the dependent variable, where the other variables are considered constant. The t test (Partial Test) in this research is to test the variables separately measure the impact arising from each independent variable on the dependent variable.

7. F Test (Simultaneous Test)

The F test analysis aims to prove the hypothesis regarding the simultaneous influence all of dependent variables on the performance of Botanical Garden Bedugul employees.

8. Coefficient of Determination (R)

The coefficient of determination (R²) is a value used to measure the extent of the model's ability to explain variations in the dependent variable. The value of the coefficient of determination (R²) is between 0 and 1. The smaller the R² value means that the ability of the independent variables is very limited to provide the information needed to predict the dependent variable and vice versa, if the R² value is close to 1, it means that the
greater the ability of the independent variables to provide almost all the information needed to predict the dependent variable (Ghozali, 2018).

Validity and Reliability Test Results of Research Instruments

Sugiyono (2018) in his theory states that validity is the degree of accuracy between the data that occurs on the research object and the data that can be reported by the researcher. Data is said to be valid if it is able to measure what must be measured and reveals data from the variables studied consistently. Decision making from the results of validity testing is carried out using the following criteria:
1. If rcount > rtable, then the question is declared valid
2. If rcount < rtable, then the question is declared invalid
And if the correlation value is positive and r ≥ 0.3 then the instrument item is declared valid or has good construct validity. Reliability is a measure of the reliability of a research instrument which shows the extent to which an instrument can be trusted or relied upon to measure various aspects of a research variable. Data is said to be reliable if it has a reliability coefficient (α) ≥ 0.6 (Sugiyono, 2018).

The validity of each variable and the reliability result can be described regarding the recapitulation as, below:

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Reliability Coefficient</th>
<th>Question Items</th>
<th>Coefficient Correlation</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compensation (X1)</td>
<td>0.764</td>
<td>X.1.1</td>
<td>0.603</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.2</td>
<td>0.389</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.3</td>
<td>0.423</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.1.4</td>
<td>0.777</td>
<td>Valid</td>
</tr>
<tr>
<td>2</td>
<td>Work Environment (X2)</td>
<td>0.774</td>
<td>X.2.1</td>
<td>0.757</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.2</td>
<td>0.651</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.3</td>
<td>0.814</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.4</td>
<td>0.731</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.5</td>
<td>0.640</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.6</td>
<td>0.883</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.7</td>
<td>0.848</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.8</td>
<td>0.801</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.9</td>
<td>0.789</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.10</td>
<td>0.558</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.11</td>
<td>0.627</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>X.2.12</td>
<td>0.803</td>
<td>Valid</td>
</tr>
</tbody>
</table>
Based on the data in the table above, it can be shown that the correlation coefficient value for each indicator of each research variable shows a correlation coefficient value greater than 0.3 and the reliability coefficient (Cronbach's alpha) for each research variable shows a value greater of 0.6. So it can be concluded that all research instruments used are valid and reliable so they can be used for further statistical analysis.

**Classic Assumption Test Results**

Classic assumption tests include normality tests, multicollinearity tests and heteroscedasticity tests as follows:

1. Normality Test
   
The normality test is used to test whether the data population is normally distributed or not. The assumption states that all research data is normally distributed if the normality test results on the Asymp Sig (2-tailed) coefficient are greater than or equal to 0.05 (Sujarweni, 2020). Based on the results of calculations using SPSS version 25.0 for Windows, the results of the normality test in research on the influence of compensation, work environment, motivation and work spirit on the performance of employees of the...
Botanical Garden Bedugul can be described in the results of the one-sample Kolmogorov-Smirnov test in the table below:

Table 3
Normality Test Results
Compensation, Work Environment, Motivation and Work Spirit
One-Sample Kolmogorov-Smirnov Test

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal Parameters</td>
<td>.0000000</td>
<td>.42204220</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td>.091</td>
<td>-.076</td>
</tr>
<tr>
<td>Test Statistic</td>
<td>.091</td>
<td>.183</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the normality test results in the table above, the Asymp Sig (2-tailed) coefficient value is 0.183 ≥ 0.05, which means that all research data is normally distributed.

2. Multicollinearity Test

The multicollinearity test is used to show the existence of a linear relationship between the independent variables in the regression model. Ideally the independent variables of the regression equation have no correlation with each other. The underlying assumptions for determining whether multicollinearity exists can be seen from the tolerance and VIF (Variance Inflation Factor) values. Data is said to not have multicollinearity if the tolerance value is > 0.1 and the VIF value is < 10. The results of the multicollinearity test can be described in the table below:
Table 4
Multicollinearity Test Results
Compensation, Work Environment, Motivation and Work Spirit

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Collinearity Statistics</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td>.354</td>
<td>2.821</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Environment</td>
<td>.531</td>
<td>1.882</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>.426</td>
<td>2.348</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Spirit</td>
<td>.622</td>
<td>1.608</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*a. Dependent Variable: Employee Performance
Source: Data processed

Based on the results of the multicollinearity test in the table above, it shows that all independent variables have a tolerance value greater than 0.1 and a VIF value smaller than 10, so it can be concluded that there is no multicollinearity among the independent variables in the regression model.

3. Heteroscedasticity Test
The heteroscedasticity test is carried out to determine whether there are differences in the variance of the residuals for all observations in the regression model. A good regression model is one where heteroscedasticity does not occur (Priyanto, 2017). Heteroscedasticity testing was carried out using the Glejzer test which regresses the absolute residual value (AbsRes) on all independent variables in the study. The underlying assumptions in making a decision to determine whether there is heteroscedasticity or not, where the data is said to not have heteroscedasticity if the Sig value, greater than 0.05 The results of the heteroscedasticity test for research variables can be described in the table below:
Table 5
Heteroscedasticity Test Results with the Glejzer Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.079</td>
<td>.392</td>
<td>.202</td>
<td>.840</td>
</tr>
<tr>
<td>Compensation</td>
<td>.042</td>
<td>.035</td>
<td>.231</td>
<td>1.198</td>
</tr>
<tr>
<td>Work Environment</td>
<td>-.006</td>
<td>.009</td>
<td>-.102</td>
<td>-.645</td>
</tr>
<tr>
<td>Motivation</td>
<td>-.021</td>
<td>.013</td>
<td>-.274</td>
<td>-1.554</td>
</tr>
<tr>
<td>Work Spirit</td>
<td>.015</td>
<td>.012</td>
<td>.184</td>
<td>1.262</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Res_2
Source: Data processed

Based on the data in the table above, it can be seen that the significance value (sig.) of all independent variables is greater than 0.05 (5%). So it can be concluded that heteroscedasticity does not occur in the regression model.

Results of Multiple Linear Regression Analysis

The results of statistical analysis of compensation, work environment, motivation and work spirit of Botanical Garden Bedugul employees can be described in the table below:

Table 6
Statistical Analysis Results

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>R (Partial)</th>
<th>R (Simultan)</th>
<th>B</th>
<th>β (Beta)</th>
<th>tcount</th>
<th>Sig t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance (Y)</td>
<td>Compensation (X1)</td>
<td>0.356</td>
<td></td>
<td>0.180</td>
<td>0.135</td>
<td>3.229</td>
<td>0.002</td>
</tr>
<tr>
<td></td>
<td>Work Environment (X2)</td>
<td>0.601</td>
<td>0.978</td>
<td>0.087</td>
<td>0.218</td>
<td>6.383</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Motivation (X3)</td>
<td>0.864</td>
<td></td>
<td>0.307</td>
<td>0.555</td>
<td>14.573</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Work Spirit (X4)</td>
<td>0.701</td>
<td></td>
<td>0.155</td>
<td>0.263</td>
<td>8.348</td>
<td>0.000</td>
</tr>
</tbody>
</table>

R² = 0.956
Constant = 1,818
Fcount = 386,913
Sig. F = 0.000

Source: Data processed

Based on the table above, the multiple linear regression equation is:

\[ Y = 1,818 + 0,180(X1) + 0,087(X2) + 0,307(X3) + 0,155(X4) \]
RESULT AND DISCUSSION

After the classical assumptions of this research model are fulfilled econometrically through testing the three classical assumption test requirements above, so that the resulting regression model is declared good, then the model can be used to test the proposed hypothesis. Testing of each hypothesis proposed in this research was carried out using the t test and F test. The partial test was carried out with the aim of finding out the partial significance of each independent variable on the dependent variable where the other independent variables are considered constant, while the simultaneous test is carried out with the aim of proving the hypothesis, namely that there is a simultaneous influence between all the independent variables and the dependent variable. The results of testing each hypothesis can be described as follows:

1. Partial compensation has a positive effect on the performance of Botanical Garden Bedugul employees
   The results of hypothesis testing on the compensation variable (X1) show that the regression coefficient value significant impact on the performance of Botanical Garden Bedugul employees. The decision taken based on the results of hypothesis testing is to reject Ho and accept Ha

2. The work environment partially has a positive effect on employee performance at Botanical Garden Bedugul
   The results of hypothesis testing on the work environment variable (X2) show that the regression coefficient value positive and significant on the performance of Botanical Garden Bedugul employees. The decision taken based on the results of hypothesis testing is to reject Ho and accept Ha

3. Motivation partially has a positive effect on the performance of Botanical Garden Bedugul employees
   The results of hypothesis testing on the motivation variable (X3) show that the regression coefficient value significant impact on the performance of Botanical Garden Bedugul employees. The decision taken based on the results of hypothesis testing is to reject Ho and accept Ha

4. Work spirit partially has a positive effect on the performance of Botanical Garden Bedugul employees
   The results of hypothesis testing on the work spirit variable (X4) show that the regression coefficient value positive and significant on the performance of Botanical Garden Bedugul employees. The decision taken based on the results of hypothesis testing is to reject Ho and accept Ha
5. Compensation, work environment, motivation, work spirit simultaneously have a positive effect on the performance of the Botanical Garden Bedugul employees. The results of hypothesis testing on the variables compensation, work environment, motivation and work spirit show the value of $F_{\text{count}} = 386.913 > F_{\text{table}} (0.05 : 2 : 72) = 3.12$ and $\text{sig } t = 0.000 (p < 0.05)$ which means that compensation, work environment, motivation and work spirit simultaneously have a positive and significant effect on the performance of Botanical Garden Bedugul employees. The decision taken based on the results of hypothesis testing is to reject $H_0$ and accept $H_a$.

The coefficient of determination ($R^2$) is a value used to measure the extent of the model's ability to explain variations in the dependent variable. Based on the results of data processing in table 5.14, it is known that the value of the coefficient of determination ($R^2$) is 0.956 (95.6%), which means that the multiple regression model with independent variables is compensation, work environment, motivation and work spirit together are able to explain variations in changes in employee performance ($Y$) of Botanical Garden Bedugul employees, namely 95.6%. Meanwhile, the remaining 4.4% is error, indicating that there are other variables that were not observed in this study, which could explain changes in employee performance.

**CONCLUSION**

Based on the results of the analysis and discussion described in the previous chapter of this research, the following conclusions can be obtained:

1. Compensation has a positive and significant effect on the performance of Botanical Garden Bedugul employees by 18%. This means that if compensation is increased by 1 unit, employee performance will increase by 18%
2. The work environment has a positive and significant effect on the performance of Botanical Garden Bedugul employees by 8.7%. This means that if the work environment is improved by 1 unit, employee performance will increase by 8.7%
3. Motivation has a positive and significant effect on the performance of Botanical Garden Bedugul employees by 30.7%. This means that if motivation is increased by 1 unit, employee performance will increase by 30.7%
4. Work spirit has a positive and significant effect on the performance of Botanical Garden Bedugul employees by 15.5%. This means that if work spirit is increased by 1 unit, employee performance will increase by 15.5%
5. Compensation, work environment, motivation, work spirit have a positive and significant effect on the performance of Botanical Garden Bedugul employees

SUGGESTION

Several suggestions that can be given regarding the results of this research include:

1. Management of the Botanical Garden Bedugul in its efforts to improve employee performance requires efforts from the leadership to find forms of compensation/bonuses which will have a positive influence on improving employee performance.

2. The work environment with separate buildings and limited office work space needs attention from the Management of the Botanical Garden Bedugul because it greatly affects employee performance and will have a negative impact on employee working relationships.

3. Increasing the motivation of Botanical Garden Bedugul employees at work can be done by paying more attention to employee discipline at work and providing wider opportunities for employees to develop their careers to a higher level.

4. The work spirit of the employees of the Botanical Garden Bedugul can be increased by maintaining the level of employee discipline and compliance with applicable regulations and increasing the guarantees provided.

5. Future research is expected to add research variables that influence performance, such as: leadership, training and work discipline.

REFERENCES


