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TABLE OF CONTENT

COVER	1
TABLE OF CONTENT	2
LIST OF PRESENTATION	3
WELCOME FROM THE RECTOR OF UNIVERSITAS AIRLANGGA	27
WELCOME FROM THE DIRECTOR OF POSTGRADUATE SCHOOL	29
WELCOMING SPEECH FROM THE CHAIRMAN OF ICPS 2018	30
ORGANIZING COMMITTEES	32
PROGRAM SCHEDULE OF ICPS 2018	34
PARALLEL SESSION SCHEDULE	36
LIST OF KEYNOTE AND INVITED SPEAKERS	62
PLENARY SESSIONS.....	66
PARALLEL SESSIONS.....	74

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The Influence of Compensation and Job Insecurity on Achievement Motivation on Contract Employees at The Gresik Gas Cogeneration Plant Project

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Abstract: This study focuses on achievement motivation in employees, especially contract employees, to provide an overview for the company in overcoming delays in construction projects in the future. It uses a quantitative approach with associative methods. The location of the study was the Gresik Cogeneration Gas Plant Project with 53 contract employees. The independent variable in this study is compensation and job insecurity, while the dependent variable is achievement motivation. The results of the first hypothesis test show the significance value of compensation for achievement motivation of $0.001 < 0.05$ with a t count of $-3.629 > t$ table value (-2.006) . This means that there is a negative influence of the compensation variable on achievement motivation. The results of the second hypothesis test show the significance value of job insecurity on achievement motivation of $0.000 < 0.05$ with a t count of $13.470 < t$ value (table 2.006). This means that there is a positive influence of the job insecurity on achievement motivation. The results of the F test showed a value of $F 119.340 > F$ table (3.180) and a significance value of $0.00 < 0.05$, which means that the compensation and job insecurity variables together affect the achievement motivation. The results showed that the R Square value was 0.827, in other words that the compensation and job insecurity variables had an effect of 82.7% on achievement motivation.

1 INTRODUCTION

The role of capital and technology alone without the support of a reliable workforce will not guarantee success. The Construction Procurement Project at the Friction Cogeneration Gas Plant (GCGP), has 2 (two) types of Employees namely Permanent Employees and Contract Employees (called Specific Time Contract Employees).

In their implementation, construction projects experience problems that result in the project completion process taking longer than the specified target. The project manager explained that the employee's performance in completing the project was not good. They tend to buy time for the project to last longer. The behaviors they showed were laziness, unresponsiveness to work, the tendency to underestimate work and the most visible were absences/delays in work. Fear of job loss is a form of job insecurity. Employees with low levels of job insecurity will be less satisfied with their work

(Ashford et al., 1989). Employees under the pressure of job insecurity have rational reasons for finding alternative jobs that can support continuity and provide security in the future (Greenhalgh and Rosenblatt, 1984). On the other hand, job security has an important role in providing motivation for employees.

Furthermore, based on interviews with several Contract Employees, the reason was that they did not have the drive to work better. Direct compensation or the salary they receive is very different from Permanent Employees. They only receive smaller compensation if they have not been appointed as permanent employees. This condition makes them less motivated to work better. Giving compensation from the company is one of the important factors that influence the decision to work in the company (Simamora, 1997).

Thus, the purpose of this study was to determine the effect of compensation and job insecurity on achievement motivation in GCGP construction project contract employees.

2 LITERATURE REVIEW

Organizations that have employees with high achievement motivation will be able to achieve good performance. Employees with high achievement motivation will be able to perform difficult tasks given, have clear and purposeful goals, be able to make changes, they can complete high-risk work that not only achieves success for themselves but also for organizations (Tutar, Altinoz, Cakiroglu, 2011). According to McClelland (Yuwono, 2005) with achievement motivation, employees will show an attitude of responsibility for their work, have a passion, desire and great energy in themselves to work optimally so that it can have a positive impact on the organization and improve the competitiveness of its own employees. While employees who have low achievement motivation will greatly affect the success of an organization.

Wiley (1995) in his research shows that employee motivation consists of three approaches. One of them is a personality-based approach that explains that achievement motivation is also a form of work motivation for employees. Motivation can be influenced by salary, gifts at work, job insecurity, promotion, and interesting work. In addition, research has also been carried out by Marmot, Ferrie, Newman and Stanfeld (2001) on 10,000 (ten thousand) men and women about the effects of job insecurity in their psychosocial lives. The results of this study indicate that salaries, gifts, and job insecurity can affect someone in carrying out their work and carrying out responsibilities. A person who has high job insecurity is assumed not to want additional duties or excessive responsibility given to them. So they don't have high achievement motivation.

Bonita and Nurtjahjanti (2016) who have conducted research at PT. Nyonya Meneer Semarang found that the higher the job insecurity, the lower the work motivation. Job insecurity provides an effective contribution of 5% to the work motivation of employees of PT. Nyonya Meneer Semarang.

Wulansari, Damanik, and Prasetyo (2014) in their research at the PLN Human Resources Department of the West Java and Banten Distribution Offices concluded that compensation has a significant influence on the level of employee motivation. That if the perception of compensation increases then the level of employee motivation will also increase. Despite complaints about the uncertainty of compensation rules, employees assess if the compensation is close to what they expect. Further

conclusions about the level of employee motivation also show a relatively high level. However, the percentage in the 72% range still leaves room for companies to improve it.

3 METHOD

This study uses a quantitative approach with associative methods. The dependent variable in this study is Achievement Motivation. While the independent variable is compensation and job insecurity. Primary data collection is by a techniques of giving or distributing a list of questions/direct statements to respondents, as many as 53 people. The data entered will be analyzed and tested using statistical methods of multiple linear regression analysis to predict the value of the terika variable, in the form of achievement motivation (variable Y) from independent variables, in the form of compensation (variable X1) and job insecurity (variable X2). In this study factual answers will be given in accordance with the accuracy, correctness and completeness of the data that has been created, collected, processed and analyzed to support or reject the hypothesis that has been made, namely: (1) To determine the partial effect of each compensation variable as variable X1 and job insecurity as a variable X2 on achievement motivation as variable Y, then used t test. (2) To test the effect simultaneously between compensation variables as X1 variables and job insecurity as variables X2 with achievement motivation as the dependent variable Y uses the F test. (3) The determination coefficient is used to measure the ability of the model to explain variations in the dependent variable. This measurement is done using SPSS software.

4 RESULT

Participants' responses to the Compensation variable (X1) with 12 questions can be identified with the following details: of the 12 questions given to respondents, the answers chosen did not agree 14 times or 2.2%. Disagree answers are 55 times or 8.7%. The answer quite agree appears 88 times or 13.8%. Agree answers were 385 times or 60.5%, and the answers strongly agree were 94 or 14.8%. So the answer to compensation generates an average of 3.77 then included in the agreed category. This shows that contract employees in the GCGP

construction project agree with the compensation problem that occurs.

Participants' response to the variable job insecurity (X2) with 8 problems can be identified by the following details: of the 8 questions given to respondents, the answers chosen did not agree as there were 0 or 0%. Disagree answers are 1 or 0.2%. The answer quite agree appears 80 times or 18.9%. Agree answers are 236 times or 55.7%, and the answers strongly agree are 107 or 25.2%. Whereas job insecurity generates an average of 4.06, it is included in the agreed category. This shows that contract employees in the GCGP construction project agree with the problem of job insecurity that occurs.

Participants' responses to the achievement of the Motivation (Y) variable with 36 problems can be identified by the following details: out of 36 questions given to respondents, the answers did not agree was chosen 134 times or 7.1%. Disagree answers appeared 227 times or 11.9%. The answer quite agree is given 410 times or 21.6%. Agree answers were 685 times or 36.1%, and the answers strongly agree were 444 times or 23.4%. That achievement motivation produces an average of 3.56 which is included in the approved category. This shows that GCGP construction contract employees agree with the problem of achievement motivation.

5 DISCUSSION

Partially the compensation variable has an effect on achievement motivation, because t counts $-3.692 > -t$ table (-2.006) and the significance value is $0.001 < 0.05$. Thus, compensation contributes to achievement motivation. Negative t values indicate that compensation has an opposite relationship with achievement motivation. So the higher the compensation, the achievement motivation will experience a significant decrease. This is different from the research of Wulansari, Damanik and Prasetyo (2014) in the PLN Human Resources Department Distribution Offices of West Java and Banten. Based on the differences between facts in the field and the results of previous studies, interviews were conducted with several contract employees. The results show that employees value the salaries and benefits and that the company exceeds the regional minimum wage. But it is known that there is no positive feedback and support, and bad leadership that makes contract employees feel bored, lazy, and have no purpose to complete the work. According to Werther and Davis

(2000) compensation must facilitate mutual understanding, where compensation management systems must be easily understood by human resource specialists, operations managers, and workers.

Partially the job insecurity variable has an effect on achievement motivation, because t count is $13.470 > t$ table (2.006) and the significance value is $0.000 < 0.05$. Thus, job insecurity has contributed to achievement motivation. A positive t value indicates that job insecurity has a direct relationship with achievement motivation. So the higher the job insecurity, the achievement motivation will experience a real increase.

This study differs from studies conducted by Marmot, Ferrie, Newman and Stanfeld (2001) on 10,000 employees regarding the effects of job insecurity in psychosocial life. But it has similarities with the research of Bonita and Nurtjahjanti (2016) conducted at PT. Nyonya Meneer Semarang.

Based on the differences between facts in the field and the results of previous studies, interviews were conducted with several contract employees. Employees really worry about their unsustainable work, because if the project is finished they have to find a new job even though they face an obstacle and need to adapt to the new environment. Contract employees have concerns about the work they do. If they are guilty, they will immediately be issued by the company, even though they do a good job.

This is supported by research conducted by Nugroho (2018), which explains that in addition to job insecurity that affects motivation, there are factors such as moderator employability which also affect the weakening of the negative effects of job insecurity.

Feeling insecure because of the uncertain nature of work is certainly difficult for employees. Contract workers, especially those who have jobs with a certain time limit and a future that is uncertain will often feel insecure. This vulnerability is in contrast to the other side of contract employees who certainly have the hope of being permanent employees. When asked to do more specific work, they can achieve the same results compared to permanent employees (Martines, Cuyper and De Witte, 2010).

The results of the F test in this study indicate that the F value is $119.340 > F$ table (3.18) with a significance value of $0.00 < 0.05$. This shows that compensation (X1) and job insecurity (X2) simultaneously affect achievement motivation (Y). The value of multiple correlation coefficient (R), amounting to 0.909, can mean that the variables relationship is strong. The coefficient of

determination in this study was 0.827 or 82.7%. This shows that 82.7% achievement motivation (Y) is influenced by compensation (X1) and job insecurity (X2). The remaining 17.3% is influenced by other variables outside the study.

Employees with high achievement motivation will show positive behavior for the organization, that is by doing difficult tasks given, having clear and purposeful goals, able to make changes, able to complete moderate risk jobs so that they will not only achieve success for themselves but also for the organization (Tutar, Altinoz, Cakiroglu, 2011). Thus achievement motivation has a big impact on the progress and success of the organization. As for what can affect employee achievement motivation, it is salary, rewards, job insecurity, promotion, and interesting work.

6 CONCLUSION

The compensation aspect of achievement motivation has a direct role in the GCGP Project contract employees. The aspect of job insecurity on achievement motivation has a direct role in the GCGP Project contract employees. And simultaneously, aspects of compensation and job insecurity have a role in the GCGP Project contract employees.

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