

Time System and Plural Method Still Effective in Providing Compensation

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ABSTRACT

Human resources are an asset for the company; therefore, they must be managed professionally to create a balance between employee needs and the organization's demands and capabilities. This balance is the main key for the company to develop productively and fairly. Compensation, as a motivator provided by the company, encourages employees to excel, stay enthusiastic, and improve work productivity. An effective leader or manager is able to accommodate both company interests and employee satisfaction. This study understands that PT. Pos Indonesia (Persero) applies a plural method in providing compensation. The determination of basic salary is based on several considerations, such as diplomas, informal education, the nature of work, the amount of responsibility, length of service, and other relevant factors. The purpose of this study is to determine how the compensation method is implemented at PT. Pos Indonesia (Persero). The research uses a descriptive qualitative approach with primary data from interviews with superiors and subordinates, and secondary data in the form of company documents and information. Compensation is adjusted to the regional minimum wage with a minimum of 5%, provided through allowances, bonuses, and salaries.

ABSTRAK

Sumber daya manusia merupakan aset bagi perusahaan, sehingga pengelolaannya harus dilakukan secara profesional untuk menciptakan keseimbangan antara kebutuhan karyawan dan tuntutan serta kemampuan organisasi. Keseimbangan ini menjadi kunci agar perusahaan dapat berkembang secara produktif dan adil. Kompensasi sebagai motivator mendorong karyawan untuk berprestasi, tetap bersemangat, dan meningkatkan produktivitas kerja. Pemimpin atau manajer yang efektif mampu mengakomodasi kepentingan perusahaan serta kepuasan karyawan. Penelitian ini memahami bahwa PT. Pos Indonesia (Persero) menerapkan metode majemuk (plural method) dalam pemberian kompensasi. Penetapan gaji pokok didasarkan pada beberapa pertimbangan, seperti jenjang pendidikan (diploma), pendidikan informal, sifat pekerjaan, besarnya tanggung jawab, masa kerja, dan pertimbangan lainnya. Tujuan penelitian ini adalah mengetahui bagaimana implementasi metode kompensasi diterapkan di PT. Pos Indonesia (Persero). Penelitian menggunakan deskriptif kualitatif dengan data primer dari wawancara atasan dan bawahan, serta data sekunder berupa dokumen dan informasi perusahaan. Kompensasi disesuaikan dengan pendapatan upah minimum regional minimal 5% dalam bentuk tunjangan, bonus, maupun gaji.

1. Introduction

The increasingly rapid progress in the field of science and technology has a huge impact on human life. This certainly has a huge impact on all sectors of human development, both within humans and the environment. So various demands arise, including regarding human resources that must keep up with existing changes. Seeing the development of the world that has become so advanced, employee problems in an educational institution today are also problems that must be observed and anticipated for the progress of the institution itself. Human resources are part of the overall management of existing and available resources in an organization or company. Human resources are the most important and determining factor in an organization. Human resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, drive, power and work. Human resources are the only resources that have ratio, feeling, and will. All of these human resource potentials have an influence on the organization's efforts in planning the goals that the company wants to achieve (Ambar 2023). How important is the role of employees in a company for the implementation of a job, one of the causes of which is in providing compensation. Employees will be more satisfied in working if the compensation given by the company is in accordance with what they do or what is given to the company to achieve certain goals. And vice versa if the compensation given is not correct, it will be detrimental to the company in achieving the company's goals that have been previously planned. Efforts to improve the Company's Human Resources need to be carried out properly, directed and planned.

So that the Company can compete healthily with other Companies, considering that in the future competition between companies will be increasingly tight. Human Resources that are able to compete with competitors or with their business partners are only companies that have quality Human Resources. Quality Human Resources can only be obtained through planned and directed planning and coaching that is always able to try the movements of the labor market and is quickly able to adjust to market needs. Compensation given by the company to its employees is one of the obligations that must be fulfilled by the company in an effort to provide job satisfaction for employees. Compensation is an award given to an employee for the implementation of work carried out for the benefit of the business of the company that appoints and employs him. For companies, compensation is a cost that must be borne which will greatly affect the basic price of a product. While for employees, compensation has an important meaning as a level of socio-economic quality. Hasibuan (2015)

compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Compensation is divided into two, namely: direct compensation in the form of salary, wages, and incentive wages, indirect compensation or employee welfare. Meanwhile, according to Dessler (2018) compensation is all forms of wages or rewards that apply to employees and arise from their work, and has two components. There are direct financial payments, in the form of wages, salaries, incentives, commissions and bonuses, and there are indirect payments in the form of financial benefits such as insurance money and vacation money paid by the employer. Factors related to work are called intrinsic factors, while factors related to the work environment are called extrinsic. The results of various studies suggest that intrinsic or extrinsic factors are the cause of job satisfaction and job dissatisfaction, but the strongest influence is the intrinsic factor (Penggabean 2024). In addition, another effect of dissatisfaction in providing employee compensation is the psychological impact experienced by employees who want to move from the company. This desire is certainly not easy to realize considering the various conditions that do not or are less likely for employees to move from one company to another, for example the increasingly tight competition conditions in the job market, bureaucracy and internal rules that exist in the company itself, finally the form of their inability to leave is manifested by not caring about the organization or their work and not feeling responsible for the progress of the company or in other words, having a low commitment to the company.

Given the enormous role of Human Resources in the Dynamics of the Company, the company must really pay attention to the management of Human Resources as much as possible in the form of something that usually motivates employees so that they carry out their work activities well. One of the real forms that needs and must be considered by the company is to create a humane environment (Nawawi 2020, in Ambar, 2023). In order for compensation to provide satisfaction to all parties, both the company and employees, Islam as a religion that is Rahamatan Lil'Alamin offers a very good solution to the problem of compensation so that the interests of both parties, both the organization and ordinary employees, are saved. However, it must be admitted that there are still many companies that ignore the importance of the concept of work life, this is proven by the many incidents that usually harm employees such as the many work accidents, unilateral termination of employment, demonstrations demanding salaries like the ones recently, and even to the point of boycotting employee work. Examples like that are certainly very detrimental to company activities which will ultimately

reduce or even hinder employee productivity. In relation to this problem, the Company PT. Pos Indonesia is a company that has spread throughout all layers of Indonesia, one of which is PT Pos Indonesia (Persero). This Company Pos Indonesia (Persero) is a company engaged in the field of postal services that provides communication services, logistics, financial transactions and other postal services that have high added value for customer satisfaction. This company continues to develop in accordance with market demands, inevitably it must continue to make continuous improvements. Healthy competition with other similar post offices, especially the Post Office. must continue to be carried out. Improvement of the company's internal management must be further improved, especially human resources. The company itself considers the workforce to be one of the most valuable assets. In this case, PT. Pos Indonesia is a company that develops businesses that have strong competitiveness in both the domestic and global markets, and also has quite a lot of employees, and of course still wants to maintain and always do their best to achieve the company's goals. PT. Pos Indonesia aims to further ensure the security of postal mail. The next improvement is regarding the issue of compensation, the compensation given at Pos Indonesia Company. This is adjusted to the company's general standards, this is done to avoid employees moving to similar companies if the compensation is smaller than others. All these improvements are made so that employees are motivated to work, there is no work boredom, so that the company's goals both short and long term can be achieved, this information was obtained from subordinates of Pos Indonesia Company (Ratna, HRD, September 29, 2024).

2. Research Methodology

Research Location, this research was conducted at PT. Pos Indonesia (PERSERO) Medan. Type and Research Approach The type of research used in this study is Qualitative research, research that intends to understand the phenomenon of what is experienced by the research subjects, for example behavior, perception, motivation, actions, etc., holistically and by means of description in the form of words and language, in a special context that is natural and by utilizing various natural methods.

2.1 Research Subject

In this study, the researcher has set the research objectives on the Compensation Method at PT. Pos Indonesia (Persero). choosing informants as research subjects. The subjects of this study include managers and subordinates at PT. Pos Indonesia (Persero).

2.2 Data Types

- 1) Primary Data: obtained directly from original sources specifically collected by researchers, to answer research questions
- 2) Secondary Data: obtained by researchers indirectly through intermediaries, obtained and recorded by other parties even though the data collected is actually original data.

2.3 Data Collection Techniques

- 1) Documentation of data collection methods by recording documents regarding the general description, in the form of a brief history of the company, organizational structure, and employee statistical data obtained from the company's personnel department. The steps taken in selecting documents are as follows:
 - a) Identifying social situations in which an event or case has the same meaning. Social situations consider the time and place where an event occurs.
 - b) In relation to identification, it is necessary to recognize similarities and differences, namely focusing on an object, an event, or an action, treated the same, people respond to it the same in the same situation, within the boundaries of its social situation. At the same time, it is also necessary to recognize that the same event will be responded to differently, by different individuals, from different circles, and in different times and places.
- 2) Next, recognizing the theoretical relevance of the data. With these steps carried out simultaneously, both similarities and differences, between the reality of the situation, social, and theory, it is hoped that the relationship between practical meaning (real situation) and its symbolic representation (ideal value) can be understood.
- 3) Technical observation carried out by observing and recording changes in the behavior of employees or subjects being observed. According to (Nasution, 1988 in his book Sugiyono, 2018) states that observation is the basis of all science. Scientists can only work based on data, namely facts about the real world obtained through observation. The data is collected and often with the help of various very sophisticated tools, so that very small objects (protons and electrons) or very far away (space objects) can be observed clearly.
- 4) Technical interviews conducted by asking questions directly to respondents and recording the results. From this interview, researchers obtain spontaneous and in-depth information for each employee. This condition is in accordance with the purpose of the interview, namely to obtain a deeper view of each employee, which is useful for

understanding problems or finding opportunities in the HR field.

2.4 Data Analysis Techniques

Analysis has begun since formulating and explaining the problem, before going into the field, and continues until the writing of the research results. Data analysis becomes a reference for further research until, if possible, a "grounded" theory. However, in qualitative research, data analysis is more focused during the process in the field along with data collection. In reality, qualitative data analysis takes place during the data collection process rather than after data collection is complete. After the researcher collects the data, the researcher reduces the data and draws conclusions and verification.

2.5 Data Reduction

The data obtained from the field is quite a lot, therefore it needs to be recorded carefully and in detail. As previously stated, the longer the researcher is in the field, the more data will be, complex and complicated. Therefore, it is necessary to immediately analyze the data through data reduction. Reducing data means summarizing, choosing the main things, focusing on important things, looking for themes and patterns. Thus, the data that has been reduced will provide a clearer picture, and make it easier for researchers to collect further data, and search for it if needed. Data reduction can be assisted by electronic equipment such as mini computers, by providing codes for certain aspects.

2.6 Data Presentation

After the data has been reduced, the next step is to display the data. In qualitative research, this data presentation can be done in the form of tables, graphs, pie chart, pictograms and the like. Through the presentation of the data, the data is organized, arranged in a relationship pattern, so that it will be easier to understand. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. By displaying data, it will be easier to understand what is happening, plan further work based on what has been understood (Sugiyono, 2018).

2.7 Verification

In qualitative data analysis according to (Miles and Huberman in his book Sugiyono, 2018) in drawing conclusions and verification. The initial conclusions put forward are still temporary, and will change if no strong evidence is found to support the next stage of data collection. However, if the conclusions put forward at the initial stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put

forward are credible conclusions. Thus, conclusions in qualitative research may be able to answer the formulation of the problem formulated from the beginning, but may not, because as has been stated that the problems and formulation of problems in qualitative research are still temporary and will develop after the research is in the field. Verification can be brief by looking for new data, it can also be more in-depth if the research is carried out by a team to achieve "Inter-subjective consensus" namely mutual agreement to further guarantee validity or "confirmability" (Nasution, 2023).

3. Results and Discussion

3.1 Results

According to Panggabean (2022), basically compensation can be grouped into two groups, namely financial compensation and non-financial compensation, as stated by Mondy and Noe (2016) it can be seen that direct financial compensation consists of salary, wages and incentives (commissions and bonuses). While indirect financial compensation can be in the form of various facilities and benefits. Before discussing further, we need to know about the provision of compensation to employees at PT. Pos Indonesia (Persero).

3.1.1 Base Salary

Base salary is a very important aspect of compensation for employees. Without clear rules regarding the payroll system, it will have an impact on decreasing employee work motivation, as expressed by Siagaan (2016) who describes several things related to salary, namely as follows "One of the incentives that is an attraction for people to come and stay in an organization is an attractive salary". This means that the payroll system and policies need to be developed in such a way that salary can become a fair incentive system. The basic salary given to employees is a reward for what has been given to the Company for the progress of the company, and which has been given according to hourly, weekly, monthly and so on. PT. Pos Indonesia (Persero) is included in one of the State-Owned Enterprises (BUMN). PT. Pos Indonesia is currently included in Civil Servants and is an employee of BUMN. The salary obtained is independent of the State Revenue and Expenditure (APBN) in the sense that it is not charged to the State and is truly borne by the Company concerned. The payroll system is carried out referring to the provisions set by the post office based on the company's capabilities and has been approved by the DPR. The nominal amount of salary and wages given to employees is based on considerations of position level, length of service, class and achievement. In accordance with the regulation of the Minister of

Manpower No. PER-03 / MEN / 1997 concerning regional minimum wages (UMR) chapter I article I paragraph (a) states that:

- 1) Minimum Wage is the lowest monthly wage consisting of basic wages including fixed allowances in certain areas in a province.
- 2) Regional Minimum Wage Level I, hereinafter referred to as UMR Tk.1, is the minimum wage that applies in one province.
- 3) Regional Minimum Wage Level II, hereinafter referred to as UMR Tk.II, is the minimum wage that applies in a Regency/Municipality area or according to the regional economic development area or due to the specificity of a particular area.
- 4) Regional Sectoral Minimum Wage Level II, hereinafter referred to as UMSR Tk.I, is the minimum wage that applies sectorally in one province.
- 5) Regional Sectoral Minimum Wage Level II, hereinafter referred to as UMSR Tk.II, is the minimum wage that applies sectorally in a Regency/Municipality area or according to the regional economic development area or due to the specificity of a particular area.
- 6) Sectoral is a group of business fields and their divisions according to the Indonesian Business Field Classification (KLUI).

Meanwhile, the Indonesian Post Office Company (Persero) here in providing compensation is adjusted to the regional minimum wage income of at least 5% (interview with Mr. Heru, HR & Facilities Supervisor). As explained in chapter I article three where the Regional Sectoral Minimum Wage Level II hereinafter referred to as UMSR Tk.II is the minimum wage that applies sectorally in the Regency/Municipality area or according to the regional economic development area or because of the specificity of a particular area. As the salary system in Indonesia in general uses a basic salary based on rank and length of service. A person's rank is generally based on their level of education and work experience. In other words, the determination of the basic salary is generally based on the principle of Human Capital theory, namely that a person's salary is proportional to the level of education and training they have achieved. In providing its basic salary, the Post Office Company uses its fixed salary every month. The method of providing compensation is through Lif Post or NIPPOS. As explained above, the Company PT. Pos Indonesia (Persero) in providing compensation is adjusted to the group, length of service or achievements they get, where the better the employee gives to the company, the higher the level of compensation given by the superior to his subordinates. If the payroll system is not in accordance with clear rules, it will have an impact on employee job satisfaction. The additional salary is overtime pay and this overtime pay is not combined

with the monthly salary. (Interview with Mr. Heru, HR & Facilities Supervisor). As stated above, salary is money paid to employees for their services provided on a monthly basis (Mangkunegara 2020). The principles of wages or salaries are:

- 1) The pay rate is usually given high, average, or low depending on the condition of the company. This means that the pay rate depends on the company's ability to pay for its employees' services.
- 2) The pay structure is related to the average pay, pay rate, and job classification in the company.
- 3) Determination of individual pay needs to be based on the average pay rate, education level, length of service, and employee performance.
- 4) There are two payment methods, namely the payment method based on time (per hour, per day, per week, per month). Second, the payment method based on profit sharing.
- 5) Payment control is direct and indirect control of work costs. Cost control is a major factor in wage and salary administration. The task of controlling payments is first, to develop compensation standards and improve their function. Second, to measure results that conflict with fixed standards. Third, to straighten out changes in wage payment standards.

3.1.2 Allowances

Allowances are payments (Payment) and services that protect and complement the basic salary and the company pays all or part of the allowances (Simamora, 2024). The allowances given to employees of PT. Pos Indonesia (Persero) are such as annual leave, THR, sick leave for approximately 12 days for one year and if more than that there must be a letter from a doctor. And the greater the allowance given, the lower the level of wages or salaries given to post office employees. (Interview with Mr. Heru, HR & Facilities Supervisor) As in his book Simamora, 2024 indirect financial compensation called allowances and facilities.

- 1) Employee allowances which include protection programs consisting of health insurance, life insurance, pensions and labor insurance. The second is pay outside working hours, which consists of holidays, holidays, annual leave and maternity leave. According to Simamora (2024) allowances are used to help the organization meet its goals, namely as follows:
 - a) Improve employee morale.
 - b) Motivate employees.
 - c) Increase job satisfaction.
 - d) Attract new employee
 - e) Reduce employee turnover.
 - f) Keep unions out.
 - g) Make better use of compensation.
 - h) Increase employee security.

- i) Maintain a profitable position.
 - j) Improve the company's image among employees.
- 2) Benefits facilities received by executives that are associated with their position and status in the company, such as places of worship, parking spaces, uniforms, work spaces, transportation facilities, etc. (Simamora, 2024). Providing compensation as a reward from the company for the contribution made by employees is one way to meet the needs of its employees. Compensation is important for employees as individuals because the amount of compensation reflects the size of their employee's value among the employees themselves, their families, and the community. Compensation provided by direct compensation and indirect compensation consists of various complementary compensations such as: benefits, facilities and services or also known as employee welfare. PT. Pos Indonesia provides employee welfare programs, for example, by providing employee old-age benefits, providing annual leave, providing health benefits, providing facilities and paying attention to job security to ensure the protection of the physical and mental conditions of its employees which can ultimately create and encourage work discipline. Creating this employee welfare program is not easy because it must align the differences in company interests with employee interests in order to provide benefits for both parties, therefore with a good employee welfare program, it can improve employee work discipline. In addition, the provision of welfare programs will create a sense of calm, work enthusiasm, dedication and loyalty of employees towards the company. While non-financial compensation consists of satisfaction obtained from the work itself.
- 3) Bonus
- A bonus is a payment given for meeting work targets. Bonuses not only help companies control costs, but also increase employee job satisfaction (Simamora, 2024). In addition to providing compensation, PT. Pos Indonesia (Persero) will provide several bonuses, including:
- a) Bonuses are given to employees if their performance is good.
 - b) Given if the company gets a large profit or benefit each year and is given evenly between each other.
 - c) If the company gets appreciation money.
 - d) If employee performance is more effective.

According to (Riva'i 2022) Bonuses have several advantages compared to salary increases, including:

- 1) Bonuses increase the meaning of payment because employees receive large wages. A wise employee can increase the value of the bonus by

investing it carefully, but it is unlikely that employees will do this when an increase is spread throughout the year (every month) in the form of salary/incentives.

- 2) Bonuses maximize the relationship between pay and performance. Unlike permanent salary increases, bonuses must be earned continuously with above-average performance from year to year.

The purpose of giving bonuses is for the satisfaction and appreciation of employees in improving their performance (Interview with Mr. Heru, Supervisor of HR & Facilities). This is a motivation for a person's work spirit to meet the needs and satisfaction of both material and non-material which are obtained as compensation or remuneration given to the company. Implementation of the Compensation Method applied at PT. Pos Indonesia (Persero). According to Hasibuan (2015) The compensation method (reward) is known as a single method and a compound method, including: The compensation method can be explained through the single method and the multiple method. The single method is a compensation approach in which the determination of basic salary is based only on the employee's last diploma from formal education. As a result, a person's class level and basic salary are determined solely using that last diploma as the standard. For example, a civil servant with a formal S-1 degree will be placed in class III-A, and the basic salary will be the basic salary for III-A, with the same arrangement across departments. Meanwhile, the multiple method is a compensation approach where basic salary is determined based on several considerations such as diplomas, the nature of work, informal education, and even family relationships, which together influence the amount of a person's basic salary. Therefore, there is no single definite standard for basic salary, and this is often found in private companies where discrimination may still occur. Based on the theory and the findings of this research, the researcher understands that PT. Pos Indonesia (Persero) applies the multiple method, not the single method, in providing compensation to all employees. According to Hasibuan (2015:123), the multiple method provides basic salary based on various considerations, including diplomas, informal education, the nature of work, the level of responsibility, length of service, and other factors. PT. Pos Indonesia (Persero) also sets the minimum wage/salary limit received by employees in accordance with the minimum wage standard. In addition, the awards, compensation, and benefits provided to prospective employees include: applicants who pass the selection are appointed as prospective employees with a bachelor's degree (S-1) at grade 11. During the prospective period, employees are given a Work Orientation Program

(POK) for approximately six months: the first three months as prospective employees to receive materials (product knowledge, personnel, culture, etc.), and the next three months as full employees with materials (leadership, supervisory, control/waskat). The POK is implemented in both the classroom and the field (UPT). Prospective employees are entitled to 80% of the applicable salary at PT. Pos Indonesia (Persero), health facilities, housing assistance, and other rights in accordance with company provisions. After completing the Work Orientation Program, prospective employees agree to undertake a service/work bond with PT. Pos Indonesia (Persero) for three years starting from the time they are appointed as employees. According to Nawawi (2015), compensation meaning awards or rewards is not only provided in the form of wages or salaries as a result of being employed by an organization or company. Awards or rewards as compensation must be distinguished as follows: direct compensation and indirect compensation. Direct compensation is a salary or wage paid regularly based on a fixed time period. In this regard, wages or salaries are also interpreted as cash or in-kind payments received by workers for performing their work. Wages are further understood as the price of services that one party provides to another.

Meanwhile, the National Wage Research Council defines wages as income granted by an employer to an employee for a job or service that has been or will be carried out. In addition, wages function as "a guarantee of a decent life for humanity and production," which is determined in monetary terms according to agreements and laws and paid based on an employment contract between the employer and the employee. Direct compensation is also referred to as basic wages—namely the wages or salaries received by a worker in the form of monthly wages (salary), weekly wages, or hourly wages. Indirect compensation is the provision of part of profits or other benefits to workers outside a fixed salary or wage, which can be in the form of money or goods. Examples include THR, Christmas Allowance, and others. In other words, indirect compensation is a program of awarding rewards in various forms as a share of the organization's or company's profits. Besides the examples mentioned above, indirect compensation may also include health insurance, vacations, leave, and other benefits. Based on the explanation of the theory above, Mr. Heru, as the HR supervisor, stated that "Basically, the policy at the Post Office, especially in providing compensation, is different according to employee status. Post Office employees based on their status are divided into two types: permanent employees and contract employees." In general, permanent employees and contract employees receive financial compensation

consisting of basic salary. Based on the research conducted by the author, the Post Office applies a basic salary in accordance with each employee's "grade." A grade represents a level or group for each permanent employee at the Post Office. This grade may change depending on each employee's level. Therefore, differences in grade lead to differences in basic salary, and the basic salary for permanent employees is determined according to their respective grades. In general, employees in the Medan Branch Post Office are satisfied with the salary they receive because they consider it comparable to the contribution they make to the company and consistent with the time and work determined by the organization. Bonuses are still provided to both contract employees and permanent employees in the form of bonuses, including both short-term and long-term bonuses. With these bonuses being provided, employees feel satisfied because they align with their expectations. In addition, allowances are provided. Based on the research conducted by the author, it was found that employees at the post office receive pension benefits. They also receive other benefits, such as holiday allowances, health allowances, premium allowances, and maternity allowances. Contract employees and permanent employees generally feel very satisfied because these benefits are in accordance with what they expected and the amounts are considered sufficient.

Furthermore, compensation is closely related to workers' needs, because workers have basic human needs that must be fulfilled, including food, drinks, clothing, housing, and "everything that is needed according to the conditions without being excessive and without being stingy, for the person and the person's dependents." As explained above, the employee compensation system at PT. Pos Indonesia (Persero) applies a time system. This means that the amount of compensation (salary and wages) is determined based on monthly time standards. This time system is applied to employees with the aim of preventing discrimination and unhealthy competition, while also ensuring certainty of periodic wage payment. With this certainty, employees' trust in the company's integrity increases, their peace of mind improves, and their work concentration becomes better. If compensation payments are not delivered on time, it can lead to decreased employee discipline, morale, and work enthusiasm, and may even increase employee turnover. Therefore, the post office company must ensure that compensation is understood not only as an obligation, but also as a reward that employees and their families use to meet their needs. In conclusion, the appropriate compensation payment time system has a positive impact on both employees and the company. Hence, compensation policies must be well programmed and

clearly communicated to Medan post office employees so that they benefit all parties. Compensation received by employees of PT. Pos Indonesia is based on the results of the minimum wage of the Medan city area. The implementation of the regional output system is expected to provide an opportunity for employees who are serious to be more enthusiastic and committed to the company, so that they will get greater rewards (interview with Mr. Heru, Supervisor of HR & Facilities). In addition, in providing basic wages/salaries, it has been agreed upon by PT. Pos Indonesia (Persero). In addition to fairness in determining the amount of compensation, the feasibility factor is also a consideration. In determining compensation, the feasibility of providing compensation has been given by PT. Pos Indonesia (Persero) by following the compensation standards set by the government. It is clear that compensation has shown employee satisfaction with material, social, and activity compensation that has a very close relationship with employees of PT. Pos Indonesia (Persero). The dimensions of wages in the world are characterized by 2 things, namely fair and decent. Fair means that the wages given must be clear, transparent and proportional. Fair means that the wages given must be sufficient for food, clothing, and shelter and not far below the market. The compensation policy implemented at the Post Office is very good so that employees feel comfortable working at the Post Office, or in other words, employees have a fairly high level of loyalty, because they feel that the compensation they receive is in accordance with what is expected.

This is in accordance with what was stated by (Buccana, 1975 in Dessler, 2020) that one of the efforts to increase employee commitment is by fulfilling employee expectations. In order to create a fair wage or compensation system, management needs to establish a consistent and systematic relationship between the basic compensation levels for all jobs in the organization. In relation to compensation, there are generally four job evaluation methods, namely the Ranking Method, Job Grading, Factor Comparison, and Point System. The Ranking Method is one of the simplest approaches, where jobs are arranged in order from the highest to the lowest value for the company. This method considers all jobs as a whole rather than separate individual components. However, it is highly subjective, and managers often find it difficult to explain why one job is ranked higher than another when this ranking affects employee salaries. In addition, when the number of jobs is very large, the ranking method may become confusing and less effective. Therefore, this method is more suitable for small organizations with relatively few jobs. The Job Grading method (classification method) involves writing a description

for each job class, and then assigning a value to every job in the organization based on the class description that best matches the job. The main challenge in this method is the subjective judgment needed to create class descriptions and to place jobs accurately within them. With a wide variety of jobs and general job descriptions, some jobs may be positioned at two or three different levels. Another drawback is that it relies too heavily on job titles and duties, assuming they are the same across different organizations. The Factor Comparison method is a quantitative and complex method that combines elements of the ranking method and the point method. It begins by identifying comparison jobs within an organization, selecting substitute factors, and ranking all the comparison jobs factor by factor. Next, jobs are compared to the market value of the comparison jobs, and monetary values are assigned to each factor. Finally, all jobs in the organization are evaluated by comparing them with the comparison jobs. The key advantage of this method is that it is tailored to each organization, because each organization must develop its own set of key jobs and factors. For this reason, using a packaged system may not be appropriate. Moreover, this method not only indicates which jobs are worth more, but also shows how much more they are worth, allowing factor values to be converted into monetary weights. The main disadvantages are its complexity and difficulty, as it is not easy to explain to employees and takes considerable time to develop. It may also be less suitable for organizations with many similar jobs, so managers should consult specialists or refer to compensation manuals that discuss this method in detail.

Meanwhile, the Point System is the most widely used method in practice. In this approach, besides using wages as a comparison, points are also applied. This system involves several steps: (1) selecting and determining the critical factors/job factors to be assessed, (2) determining the levels of each factor and the weight of each job factor along with their limits, (3) allocating points to sub-factors or all factors so that the total points for each job can be calculated, (4) allocating points to all factor levels, (5) compiling an assessment manual, and (6) implementing the point system. The job evaluation aims to assess the weight or light, easy or difficult, high or low risk of the job and provide a name, ranking (rating), and price or salary of a position. If the work is heavy, difficult, high risk, and the job ranking is higher, then the price or salary is higher, but conversely if the work is easy, light, low risk, low responsibility, low job ranking, then the price or salary of the position is lower. Before recruiting employees of PT. Pos Indonesia (Persero) first placed in the Prima Yasa foundation of the post office. The aim is to participate in training activities such as briefing on personnel, culture, leadership,

control, etc. carried out at PT. Pos Indonesia (Persero). In this activity there are classes where there is also a logistics class. And from several classes, an exam will be held after that each class will take the best ranking between 1-5 then will be selected again, only a few will be taken and then directly recruited as employees at PT. Pos Indonesia (Persero) whose positions are high. After completing the work orientation program, prospective employees are willing to do a civil service bond at PT. Pos Indonesia (Persero) for 3 years from the time of being appointed as an employee. As explained above, it can also be a benchmark for determining the level of compensation given to employees at PT. Pos Indonesia (Persero) Medan (interview with Mr. Heru, Supervisor of HR & Facilities).

3.2 Discussion

The findings indicate that the compensation method applied by PT. Pos Indonesia (Persero) uses a multiple (plural) method, meaning that the level of basic compensation is determined based on several considerations, such as educational certificates/diplomas, informal education, the nature of the job, the level of responsibility, length of service, and other relevant factors. This is consistent with Hasibuan's view that the multiple method does not rely solely on one educational standard, but instead considers various aspects that are relevant to the worker's position and contribution (Hasibuan, 2015). Therefore, this approach is considered more capable of reflecting differences in job characteristics and the responsibility held by each employee. In addition, this study also found that PT. Pos Indonesia (Persero) applies a time system in compensation payments, where the level of salary/compensation is set based on time standards (e.g., monthly) and paid periodically. The implementation of the time system aims to maintain certainty of compensation receipt on a regular basis, reduce potential envy or inappropriate disparities, and strengthen employees' discipline and work focus. This finding aligns with compensation theory emphasizing the importance of certainty and regularity in compensation payments so that employees feel secure, trust the company's policies, and are better able to concentrate on performing their duties (e.g., Mangkunegara, 2020; Dessler, 2018). Furthermore, the implementation of compensation at PT. Pos Indonesia (Persero) is also adjusted to the regional minimum wage standards/regulations, with a minimum increase of at least 5%. Setting this minimum threshold shows that the company seeks to ensure compensation fairness and compliance with applicable regulations. This finding is relevant to compensation principles stating that wage structures should be designed clearly, transparently, and proportionally so they can meet a decent standard of living and not fall far below market standards (Dessler,

2018; Hasibuan, 2015). From the perspective of compensation components, this study shows that PT. Pos Indonesia (Persero) provides various forms of compensation, including direct financial compensation (salary/incentives) and indirect financial compensation (allowances and facilities), as well as bonuses based on employees' performance and the company's profitability. This variety indicates that the company does not only focus on basic salary payments, but also on protecting employees and fulfilling their needs through welfare programs. This is consistent with the concept that compensation includes not only direct monetary rewards, but also additional benefits related to employee welfare (Simamora, 2024; Rivai, 2016). Moreover, the findings suggest that the combination of the multiple (plural) method and the time system, together with the support of allowance/bonus programs, contributes to employees' satisfaction. Employees tend to view compensation as fair because it considers educational background, responsibility, and length of service, while they view it as reasonable because it meets minimum wage standards and is received periodically. This finding is consistent with the view that justice and appropriateness in compensation influence employees' perceptions of the organization, which in turn can shape commitment and work motivation (e.g., Buccana in Dessler, 2020 as well as other compensation literature you cite). Finally, from the perspective of qualitative research, these findings reinforce that compensation implementation is not a standalone policy. Instead, it is a set of integrated policies combined with periodic payment systems, minimum wage thresholds, and the provision of incentives/bonuses and allowances. Therefore, the company needs to maintain consistency in implementing these policies to ensure that perceptions of fairness remain intact and do not lead to dissatisfaction, which could result in reduced discipline or increased intentions to change jobs.

4. Conclusion

Based on the description of the background, the problem formulation, the theoretical foundation underlying this study, and the findings obtained from field research after analysis and interpretation, the following conclusions can be drawn: (1) PT. Pos Indonesia (Persero) applies a plural (multiple) compensation method, meaning that the amount of compensation is determined by several factors such as job satisfaction, work performance, work motivation, the level of responsibility, targets, and other related considerations. At the same time, the company also applies a time system when paying compensation to employees, where the level of compensation (salary/wages) is determined based on

monthly time standards. (2) The company applies the principles of justice and appropriateness in providing compensation, in line with Islamic values. "Fair" means the compensation must be clear, while "appropriate" means it should be sufficient to meet basic needs such as clothing, food, and shelter and remain in accordance with market conditions. Regarding suggestions, PT. Pos Indonesia (Persero) should conduct a more structured job analysis, including compiling job descriptions, job specifications, and job standards to facilitate the determination of compensation based on systematic rules. In addition, PT. Pos Indonesia (Persero) should further improve the quality and quantity of compensation provided to employees, because based on the study so far compensation is still considered relatively small compared to other companies. This improvement is important as an effort to increase employee work productivity.

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