

Research Article

The Impact of Remuneration and Work Climate on Outsourced Workers' Motivation at PT XYZ West Java

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ABSTRACT

Outsourced workers play a vital role in supporting company operations, yet they often face motivational challenges due to limited rights, recognition, and job security. This study aims to examine the influence of remuneration and work climate on the work motivation of outsourced personnel specifically housekeeping, security, and drivers at PT XYZ, West Java Regional Office. Employing a descriptive quantitative method with an associative approach, the research involved 115 purposively selected respondents. Data were analyzed using multiple linear regression with SPSS version 25. The results reveal that both remuneration and work climate have a positive and significant impact on work motivation, both individually and jointly. The coefficient of determination (R^2) of 86.5% indicates that these two variables substantially explain the variance in motivation levels. Remuneration serves as an extrinsic driver, enhancing enthusiasm through perceptions of financial fairness, while work climate acts as an intrinsic factor, fostering psychological comfort and organizational attachment. In conclusion, improving outsourced workers' motivation requires not only fair compensation but also the cultivation of a supportive and human-centered work environment. These findings carry important implications for the formulation of equitable and sustainable human resource policies, particularly in managing outsourced labor within corporate structures.

Keywords: Remuneration; Work Climate; Work Motivation; Outsourcing; HRM

1. INTRODUCTION

In the landscape of modern organizational management, outsourcing has emerged as a strategic approach to human resource optimization, including at PT XYZ Regional West Java. Operational roles such as housekeeping, security, and drivers are commonly outsourced to third-party providers with the aim of enhancing efficiency and workforce flexibility. However, behind these operational gains lie persistent challenges particularly concerning the work motivation of outsourced personnel, who often find themselves marginalized in systems of recognition and reward.

Work motivation is a critical determinant of employee performance, commitment, and organizational loyalty. Among the various factors influencing motivation, remuneration and work climate consistently stand out as key drivers. Studies by Kaparang et al. (2024) and Paulus (2022) demonstrate that adequate remuneration significantly boosts job satisfaction and morale. Meanwhile, research by Munawir (2024) and Setiawati (2022) highlights the role of a positive work climate in fostering a supportive and productive environment. Maulidah (2022) further emphasizes that a harmonious workplace atmosphere directly contributes to increased motivation among outsourced workers.

Despite the efficiency offered by outsourcing systems, issues of unfair compensation and unfavorable work environments often lead to diminished motivation (Sandroto & Wijaya, 2020; Gudda et al., 2021). This concern becomes particularly urgent in the context of PT XYZ, one of Indonesia's largest telecommunications service providers, which employs over 129 outsourced workers across its West Java regional offices. Given this scale, the company faces a pressing need to reassess its human resource policies to ensure that outsourced personnel remain motivated and perform optimally. Notably, most existing research tends to focus on permanent employees, leaving a gap in understanding the motivational dynamics of outsourced workers especially those in essential operational roles. This study seeks to bridge that gap by examining how external factors (remuneration) and internal factors (work climate) interact to influence the motivation of a workforce often situated at the periphery of organizational structures.

Based on this context, the research problem is formulated as follows: How do remuneration and work climate, both individually and simultaneously, affect the work motivation of outsourced personnel at PT XYZ Regional West Java? The objective of this study is to empirically analyze the influence of remuneration and work climate on the motivation of outsourced workers. The findings are expected to contribute to the development of more equitable and sustainable human

resource management policies particularly in the areas of compensation and the creation of a supportive, human-centered work environment.

2. RESEARCH METHOD

This study employs a quantitative approach using a descriptive associative method. This approach was chosen to align with the primary objective of the research, which is to explain the relationship between two independent variables remuneration and work climate and the dependent variable, namely the work motivation of outsourced employees. The analysis is conducted both partially and simultaneously to obtain a more comprehensive understanding of the influence of each factor. The population in this study consists of all outsourced employees at PT XYZ, West Java Regional Office, categorized into three job types: housekeeping, security, and drivers. The total population comprises 159 individuals. The sample was determined using purposive sampling with specific criteria: having worked for at least one month, belonging to one of the job categories under study, and voluntarily agreeing to participate as respondents. Based on Slovin's formula with a 5% margin of error, the sample size was calculated to be 115 respondents.

Data collection was carried out through an online questionnaire designed using a 5-point Likert scale. This instrument was developed to measure the respondents' level of agreement with various statements related to the research variables. In addition to primary data, the study also utilized secondary data obtained from scholarly references, company reports, and other relevant literature. The remuneration variable was measured using five key indicators: base salary, allowances, bonuses, fairness in the compensation system, and satisfaction with the remuneration system. Meanwhile, the work climate variable was assessed through dimensions such as organizational structure, leadership style, interpersonal relationships, reward systems, and the physical and psychological conditions of the workplace. The work motivation variable was measured using indicators including job commitment, job satisfaction, performance, loyalty, and the relationship between motivation and productivity. Prior to the main analysis, all instruments were tested for validity and reliability to ensure that the measurement tools accurately represented the concepts being studied. Data analysis was conducted using SPSS version 25. The analytical techniques included classical assumption tests such as normality, multicollinearity, heteroscedasticity, and autocorrelation as well as multiple linear regression analysis. Hypothesis testing was performed using the t-test to examine partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to determine the extent to which the independent variables contribute to the dependent variable.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

The characteristics of respondents in this study provide an overview of the outsourcing workforce profile at PT XYZ West Java Regional. Of the 115 respondents involved, the majority were male (93.1%), which shows that job sectors such as drivers, housekeeping, and security are still dominated by male workers. Meanwhile, women are only 6.9%, who tend to work in housekeeping. The following table presents the characteristics of the respondents;

Table 1. Characteristics of respondents

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	107	93.1%
	Female	8	6.9%
Age	25–35 years	41	35.8%
	36–45 years	52	45.3%
	> 45 years	22	18.9%
Education Level	Senior High School or Equivalent	98	85.5%
	Diploma/Bachelor's Degree	17	14.5%
Job Title	Driver	51	44.7%
	Housekeeping	33	28.3%
	Security	31	27.0%
Years of Service	≤ 3 years	28	24.3%
	4–6 years	26	22.6%
	>6 years	61	52.8%
Monthly Income	< IDR 4,000,000	38	33.0%
	IDR 4,000,000 – IDR 5,000,000	51	44.0%
	> IDR 5,000,000	26	23.0%

Source: SPSS Output, 2025

In terms of age, most respondents were in the range of 36-45 years (45.3%), which is classified as productive age. This indicates that the outsourcing workforce in this company is at a stable phase in their career and has relatively mature experience. Respondents aged 25-35 years accounted for 35.8%, indicating that there is also a significant composition of young workers. The most dominant level of education was senior high school or equivalent (85.5%), indicating that outsourcing jobs in this sector do not require high academic qualifications. In terms of job title, the majority of respondents work as drivers (44.7%), followed by housekeeping (28.3%) and security (27%). Most respondents have more than 6 years of service (52.8%), which shows that this job is not only temporary, but also a long-term source of income for most of the workforce. Regarding income, 44% of the respondents received a monthly salary between IDR 4,000,000 and IDR 5,000,000, which is in line with the local regional minimum wage (UMR). These characteristics reinforce the context that outsourcing workers at PT XYZ are a group of workers who have experience, are of productive age, and depend on the job for their livelihood. Therefore, factors such as fair remuneration and a supportive work climate are critical to maintaining their motivation and productivity.

3.2 Validity and Reliability Test

Validity and reliability tests are essential to ensure that a research instrument accurately and consistently measures what it is intended to measure. Validity refers to the degree to which an instrument truly reflects the concept it aims to assess. In this study, validity was tested using Pearson correlation, and all items showed sufficient correlation with their total scores indicating they are valid. Reliability assesses the consistency of the instrument. Using Cronbach's Alpha, all variables scored above 0.7, which means the questionnaire items are internally consistent and dependable when used in similar contexts.

Table 2. Results of the Validity and Reliability

Testing Aspects	Methods	Results	Interpretations
Validity	Pearson Correlation (item-total)	All correlation coefficients > 0.3 (p < 0.05)	Items are valid and accurately measure the intended variables
Reliability	Cronbach's Alpha	Remuneration: 0.807 Work Climate: 0.817 Work Motivation: 0.777	All variables show good internal consistency (α > 0.7)

Source: SPSS Output, 2025

The research instruments were tested for validity using Pearson correlation analysis between each statement item and the total score of each variable. All correlation coefficient values are above 0.3 (p < 0.05), which means that each item in the questionnaire has sufficient validity. This indicates that the items can precisely measure what they are supposed to measure. Furthermore, the reliability test was conducted using the Cronbach's Alpha coefficient. The results show that all variables have alpha values above 0.7: Remuneration (0.807), Work Climate (0.817), and Work Motivation (0.777). This indicates that the measuring instrument has good internal consistency, so that the data obtained from the questionnaire can be trusted and stable when reused in a similar context.

3.3 Classical Assumption Test

Before performing multiple linear regression analysis, classical assumption tests were conducted to ensure the model's validity and freedom from bias. The normality test, using the Kolmogorov-Smirnov method, produced a significance value of 0.200, indicating that the data are normally distributed (p > 0.05). The multicollinearity test showed that all independent variables had Variance Inflation Factor (VIF) values below 10 and tolerance values above 0.1, confirming the absence of multicollinearity. This means that the variables do not exhibit strong intercorrelations that could distort the regression results. The heteroscedasticity test, assessed through a scatterplot, revealed a random spread of residuals without any discernible pattern. This suggests that the variance of errors is consistent across all levels of the independent variables, and thus, heteroscedasticity is not present. Lastly, the autocorrelation test yielded a Durbin-Watson value of 1.761, which is close to the ideal value of 2. This indicates that there is no autocorrelation among the residuals, meaning the errors are independent across observations. Based on these results, the regression model satisfies all classical assumptions normality, no multicollinearity, no heteroscedasticity, and no autocorrelation making it appropriate for hypothesis testing and further analysis.

3.4 Multiple Linear Regression Analysis and Coefficient of Determination (R²)

Regression analysis was conducted to determine the extent of the influence of remuneration (X1) and work climate (X2) on work motivation (Y). The result is the regression equation as follows:

$$Y = 1.731 + 0.490X_1 + 0.398X_2 + e$$

The positive coefficients on both independent variables indicate that an increase in both remuneration and work climate will be followed by an increase in work motivation. This means that both variables have a positive relationship with the dependent variable. The coefficient of determination (R^2) of 0.865 indicates that 86.5% of the variation in work motivation can be explained by the two independent variables: remuneration and work climate. The remaining 13.5% is explained by other variables not examined in this study, such as leadership style, organizational culture, intrinsic job satisfaction, or personal relationships between employees.

3.5 Multiple Linear Regression Analysis

3.5.1 T-test (Partial)

The t-test results show that both remuneration ($t = 17.905$; $p = 0.000$) and work climate ($t = 14.276$; $p = 0.000$) individually have a significant effect on work motivation. This means that an increase in one of the two variables will have a significant impact on motivation, even without being influenced by other variables.

3.5.2 F Test (Simultaneous)

The F test shows that the calculated F value is 498.143 with a significance value of 0.000 ($p < 0.05$), which means that both independent variables simultaneously have a significant effect on work motivation. This reinforces the previous results that remuneration and work climate should be viewed as a unit in shaping workforce motivation.

Tabel 3. Result T-test partial and simultaneous

Test Type	Variable	Statistical Value	Significance (p)	Conclusion
T-test (Partial)	Remuneration	$t = 17.905$	0.000	Has a significant effect on work motivation
	Work Climate	$t = 14.276$	0.000	Has a significant effect on work motivation
F-test (Simultaneous)	Remuneration & Work Climate	$F = 498.143$	0.000	Both variables simultaneously have a significant effect on work motivation

Source: SPSS Output, 2025

3.6 Discussion

3.6.1 Remuneration as a Driver of Extrinsic Motivation

The results show that remuneration has a positive and significant influence on work motivation, which means that the better the compensation system received by employees, the higher the level of perceived work motivation. In the context of outsourcing, remuneration is not just a wage, but also a symbol of appreciation for employees' contribution and loyalty to the organization. This is in line with field conditions, where most respondents stated that the clarity of the salary system, the regularity of payments, and the provision of incentives were aspects that greatly determined their work enthusiasm. Theoretically, this is reinforced by Adams' Equity Theory, which emphasizes that individuals will be motivated when they feel that what they receive (output) is proportional to what they give (input), as well as balanced when compared to others in similar positions. Imbalance will lead to dissatisfaction and potentially lower motivation. Therefore, a fair and transparent remuneration system is essential in maintaining this psychological balance. Furthermore, competitive remuneration can increase financial security and provide concrete rewards for performance, which is a key driver for employees to maintain or improve work performance. This finding is in line with the studies of Kaparang et al. (2024) and Mierzwa (2023), which confirmed that the right pay structure not only impacts motivation, but also influences employees' long-term commitment and loyalty.

3.6.2 Work Climate as a Supporting Factor for Psychological Environment

In addition to remuneration, the results of this study also prove that work climate has a significant effect on the work motivation of outsourcing personnel. Work climate reflects how organizational culture, communication patterns, relationships between individuals, and organizational structures and procedures are perceived by employees. When the work climate is perceived positively-for example, there is openness between superiors and subordinates, mutual respect between coworkers, and a safe and clean environment-employees will feel comfortable and motivated at work. A healthy work climate not only supports physical comfort, but also creates psychological conditions conducive to growth. Employees

who feel accepted, valued, and involved in decision-making will show a high sense of belonging to the organization. In the long run, this will lead to increased intrinsic motivation, performance and employee retention.

Theoretically, these findings corroborate the Organizational Climate Theory developed by Litwin and Stringer, which states that perceptions of organizational climate have a direct impact on employee behavior and performance. Work climate also reflects the quality of social relationships in the workplace, which largely determines mental health and morale. This research is in line with the findings of Kriswanto et al. (2021) and Munawir (2024), which assert that employees who work in an open, supportive, and collaborative work environment tend to have higher levels of work motivation than those who work in a stressful or uncertain work atmosphere.

4. CONCLUSION

This study empirically confirms that the work motivation of outsourced personnel at PT XYZ Regional West Java is significantly influenced by two key human resource management factors: remuneration and work climate. Based on the results of the t-test, both variables individually (remuneration: $t = 17.905$; work climate: $t = 14.276$; $p = 0.000$) have a statistically significant effect on work motivation. Furthermore, the F-test result ($F = 498.143$; $p = 0.000$) demonstrates that these variables also exert a strong simultaneous influence, reinforcing their combined importance in shaping employee motivation. Remuneration, encompassing both financial and non-financial rewards, serves not only as a means of economic fulfillment but also as a signal of organizational recognition and fairness. When perceived as fair and transparent, remuneration enhances morale, loyalty, and commitment—especially among outsourced workers who often face greater economic vulnerability. This finding aligns with Equity Theory, which highlights the role of perceived fairness in motivating employees. In this study, remuneration emerges as a dominant driver of extrinsic motivation. Work climate, on the other hand, represents the psychological and social conditions of the workplace. A positive climate marked by supportive leadership, open communication, and respectful relationships fosters intrinsic motivation and a sense of belonging. For outsourced workers, who may be more susceptible to marginalization, a healthy work climate is particularly crucial in sustaining motivation and engagement. Together, remuneration and work climate demonstrate a synergistic effect in enhancing work motivation. The high F-value and significance level underscore the need for organizations to manage both elements strategically and in tandem. Improving outsourced workers' motivation thus requires not only competitive compensation policies but also the cultivation of a humane and inclusive work environment. This dual approach contributes to higher productivity, better job satisfaction, and a more ethical and socially responsible organizational culture.

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