



# The Employee Performance: A Critical Analysis of Compensation, Commitment, and Work Motivation

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

The pawnshop has become one of vital organizations for the society in Indonesia, especially those who are in lower middle class of society. This is because the role of the pawnshop helps such class of society in getting a financial loan easily rather than bank. This later suggests that the pawnshop is requested to be more able in managing its human resource, especially the emphasis on (1) compensation; (2) commitment; as well as (3) motivation of the employee. However, this study finds that there is a lack of study in explaining the effect of such three abovementioned human resource instruments, especially, on the context of employee performance. Therefore, in order to enrich such a lack of study, this study aims to conduct a research with the focus on the said three human resource instruments through the application of quantitative research method with the sample size is 63 employees of pawnshop in Makassar. As for the theoretical contribution, finding of this study

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suggests that compensation, commitment, and work motivation partially and simultaneously affect the employee performance. As for the managerial contribution, this study suggests that it is compulsory for the business owners as well as policy makers to evaluate and improve the compensation, commitment, and work motivation periodically in order to have a better performance of their employee.

*Keywords: Compensation; commitment; work motivation; employee performance; human resource management; pawnshop.*

## 1. INTRODUCTION

The success of a company in maintaining and improving performance is inseparable from the role of human resources as the most important asset in achieving company goals. Without the presence of human resources, of course other resources cannot be used optimally in achieving company performance. For the most innovative and competitive companies are companies that invest in human resources in training programs and mastery of technology [1]. The resources owned by the company can be utilized through employees who have the competence to produce performance. Employee empowerment has a very close relationship with employee job-related outcomes such as job satisfaction, job performance, and organizational commitment [2,3].

Achieving good company performance can be fulfilled if the employee needs factor is fulfilled through the provision of the elements needed in carrying out their duties and functions. The elements in question include: providing compensation, building commitment and employee motivation. Compensation, motivation, and employee commitment have a major role in improving company performance [4,5]. Through human resource management practice (HRMP) can improve individual learning, motivation and retention of employees for the acquisition of shared knowledge, in a strategic perspective to improve organizational performance [6].

Pawnshop is an economic institution that is closely related to the lower middle class society. The presence of the pawnshop institution has shown its role in the midst of society with various service facilities and ease of obtaining loans. Therefore, people are more inclined to apply for loans at pawnshops than at other economic institutions such as banks [7,8]. In line with this, the role of company leaders is required to be able to manage existing resources by focusing on optimizing human resources as the company's main asset. Through a proactive

strategic HRM approach in an organization can be translated in a series of human resources practices systems of high-performance, which stimulate directly employees' affective commitment and promote empowerment among them, getting to better results in employees performance and in organizational performance [9].

Based on the above discussion, in the context of organization research and human resource management, this study, unfortunately discovers that there is a lack of previous researches in explaining the effect of compensation, commitment, and work motivation on employee performance. Therefore, in order to enhance such research gap e.g., lack of prior studies, this study accordingly aims to conduct a research with the focus on the said three human resource on employee performance that later come up with the objective, which are: to contribute in to the body of the literature as the novelty contribution into both theoretical and managerial perspective.

## 2. LITERATURE REVIEW

This article aims to examine the role of human resources as the most important asset of other resources owned by an organization or company. Human resources as the main element that determines the success of a company that manages other resources in achieving high performance. Therefore, the role of human resources cannot be ignored in determining the direction and goals of a company. Several things can affect the level of ability of human resources in achieving the company's level of success in creating good performance, including compensation, commitment and work motivation.

### 2.1 Compensation Concept

There are various ways that companies can do to increase morale in order to produce performance for the company. One of them is through the compensation program. Compensation is given

to employees as remuneration for having contributed to the progress of the company. Everyone wants rewards, both financial and non-financial. Giving compensation received by employees can cause various responses among employees which are expressed in the form of happy, satisfied and even dissatisfied or unhappy attitudes. It depends on the company's role in determining the type and amount of compensation as well as the factor of employee needs. Compensation is a reward or remuneration received by employees, both in financial and non-financial forms, both directly and indirectly [10]. Compensation has a significant effect on individual commitment and that compensation is said to be the main cost of expertise or work and employee loyalty to the company [11].

Studies of Kervyn et al. [12] as well as Mathis and Jackson [13] divide the compensation into two groups, namely direct compensation and indirect compensation. Direct compensation is in the form of basic salary and variable salary or salary amount which is determined based on the frequency of work and the weight of a person's workload in an organization. Meanwhile, indirect compensation is in the form of allowances which are usually determined based on one's position in the organization. Also, other groups of compensation, namely: 1) financial compensation consisting of direct compensation such as: salary/wages, achievement payments, incentives, bonuses, share of profits, stock options. While indirect financial compensation includes insurance, severance pay, children's school fees, pensions, and compensation outside working hours. 2) non-financial compensation, such as: a sense of security in position, promotion, recognition for work, new discoveries, special achievements, work environment, comfort in duty, fun and conducive [6,5,13].

## 2.2 Organizational Commitment

A person's commitment is born from self-awareness to maintain and maintain the values and goals of an organization. The level of loyalty and alignment of a person to remain part of an organization by demonstrating its existence by maintaining and maintaining the values and goals of the organization [14,15]. Commitment is closely related to a person's behavior that is consistent with the values and goals of the organization where he works. So that the higher the commitment of employees has an impact on the achievement of their performance [16].

Commitment is seen as an employee's attachment to the organization that is bound to the costs incurred if leaving the organization becomes an obligation to remain in the organization [17].

## 2.3 Work Motivation

Encouragement that is born from within a person can be caused by a stimulus related to a person's needs. The strength that is born in a person encourages to take an action caused by a stimulus related to a need that stimulates a person's attitude so that he takes an action to make it happen [4,11,18]. Stimulation will stimulate the occurrence of activities, such as thoughts, feelings and others that can be captured through the senses [19]. The stronger the stimulus related to one's work needs, the more it influences a person to behave and take actions that lead to achieving goals [20]. The work motivation had positive and significant impact on organization citizenship behavior and performance of employees. Otherwise organization citizenship behavior had positive and significant effect on employees' performance [4].

## 2.4 Employee Performance

Achieving maximum results is the hope of every company through a series of operational activities within a certain period of time. The results achieved by a person or in groups in the company's operational activities within a certain period of time, both in financial and non-financial forms become an assessment of performance achievements for the company [21,14]. Thus performance is the result of the actual behavior of employees according to their role in the organization [4,20]. In addition, a person's performance is influenced by employee capabilities, including: level of education, initiative, work experience, and employee motivation [22]. The results of a person's work will provide feedback for the person himself to always be active in doing his job well and it is hoped that it will produce good quality work as well [23,1].

## 3. METHODOLOGY

The type of research used is explanatory and cross-sectional research which explains the object under study through the data collected and processed quantitatively. The population of this study are employees of PT. Pegadaian

(Persero) VI Makassar as many as 63 people. Furthermore, to determine the number of samples used saturated sampling technique, which uses the entire population of 63 employees. The analysis technique used is: multiple regression analysis.

## 4. RESULTS AND DISCUSSION

Through multiple regression analysis, it can be seen that the contribution of the relationship is explained through the results of hypothesis testing. The data used in this study were subjected to instrument testing, through validity and reliability tests. Based on this description, the variables examined in this article can be seen in Table 1.

### 4.1 Inferential Statistical Analysis

#### 4.1.1 Normality test

The test results show that the significance value (P sig.) for all variables can be declared to be normally distributed where the P sig value for all the variables studied in this study is above 0.05. Thus the data obtained based on respondents' responses regarding the variables of compensation, work motivation, commitment, and employee performance meet the data distribution test requirements.

#### 4.1.2 Homogeneity test

The data homogeneity test in this study is based on Levene's Test for Equality of Variance on the SPSS software with the test criteria is:  $\text{sig} > \alpha$  with level  $\alpha = 0.05$ . The results of the analysis show that the P sig values for the variables of compensation, commitment, and employee

motivation are at a significance value greater than 0.05 so that it can be said that all the variables studied in this study were declared feasible to be analyzed because they fulfilled the data homogeneity test requirements.

#### 4.1.3 Data Linearity test

Linearity test was conducted to find out whether the two variables have a linear relationship or not. The results of the data linearity test show that the P sig value for compensation, commitment and motivation variables on performance for the Deviation from Linearity category in the Anova table is significant where the P sig value is greater than Alpha 0.05. Thus it can be stated that the data on the results of respondents' responses regarding the variables of compensation, commitment and motivation on employee performance are linear so that they are feasible to analyze and meet the requirements of the linearity test.

### 4.2 Hypothesis Testing

Linearity test was conducted to find out whether the two variables have a linear relationship or not. The results of the data linearity test show that the P sig value for compensation, commitment and motivation variables on performance for the Deviation from Linearity category in the Anova table is significant where the P sig value is greater than Alpha 0.05. Thus it can be stated that the data on the results of respondents' responses regarding the variables of compensation, commitment and motivation on employee performance are linear so that they are feasible to analyze and meet the requirements of the linearity test.

**Table 1. Dimension of the variables X and Y**

Variable	Dimension	Symbol
Compensation [10]	Commission	X1.1
	Incentive	X1.2
	Allowance	X1.3
Commitment (Kharis, 2010); [16]	Affective	X2.1
	Continuous	X2.2
	Normative	X2.3
Work Motivation (Malthis, 2006)	Need for Existence	X3.1
	Need for Relationship	X3.2
	Need for Growth	X3.3
Employee performance (Maley at. al. 2021; Kasmir, 2015; Harsuko, 2011)	Work Quality	Y1.1
	Job Quantity	Y1.2
	Timely Completion	Y1.3

#### 4.2.1 The first hypothesis test

The first hypothesis is to test the effect of compensation on employee performance. Test the hypothesis using regression and the following results are obtained.

The results of the regression test show that there is a significant and positive effect of the compensation variable on the performance variable as indicated by the significance value in the sig column 0.02 which is smaller than the alpha value ( $\alpha$ ): 0.05. Another way to find out the significance level of the influence between variables can be done by comparing the calculated T value: 2,480 with the T table value at alpha ( $\alpha$ ): 0.05 of 1,645. Thus H0 is rejected and H1 is accepted, where there is an influence between compensation and employee performance.

#### 4.2.2 The second hypothesis test

The second hypothesis is that there is an effect of commitment on employee performance. The

results of the regression test can be shown in the following table.

The results of the regression test show that there is a significant and positive effect of the commitment variable on the performance variable as indicated by the sig value of 0.01 which is smaller than the  $\alpha$ : 0.05. Thus H0 is rejected and H1 is accepted where there is an effect of commitment on employee performance.

#### 4.2.3 The third hypothesis test

The third hypothesis is that there is an influence of employee motivation on employee performance. The results of the regression test can be shown in the following table.

The results of the regression test show that there is a significant and positive effect of the work motivation variable on the performance variable as indicated by the sig value of 0.03 which is smaller than  $\alpha$ : 0.05. Thus H0 is rejected and H1 is accepted, where there is an influence of work motivation on employee performance.

**Table 2. Regression test results of compensation on performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176.349	1	176.349	2.480	.020 <sup>b</sup>
	Residual	4337.588	61	71.108		
	Total	4513.937	62			

a. Dependent Variable: performance  
b. Predictors: (Constant), compensation

**Table 3. Regression test results of commitment on performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	692.671	1	692.671	11.057	.001 <sup>b</sup>
	Residual	3821.265	61	62.644		
	Total	4513.937	62			

a. Dependent Variable: performance  
b. Predictors: (Constant), commitment

**Table 4. Regression test results of work motivation on performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.689	1	71.689	.984	.003 <sup>b</sup>
	Residual	4442.247	61	72.824		
	Total	4513.937	62			

a. Dependent Variable: performance  
b. Predictors: (Constant), motivation

**Table 5. Cumulative regression test results**

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	804.791	3	268.264	4.267	.000 <sup>b</sup>
	Residual	3709.145	59	62.867		
	Total	4513.937	62			

a. Dependent Variable: performance

b. Predictors: (Constant), motivation, commitment, compensation

**Table 6. Determinant coefficient results**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.422 <sup>a</sup>	.178	.137	7.92886

a. Predictors: (Constant), motivation, commitment, compensation

b. Dependent Variable: performance

**4.2.4 The fourth hypothesis test**

The fourth hypothesis test is a joint effect test between compensation, commitment and work motivation on employee performance. The test results together can be seen in the following table.

The results of the multiple regression test show that there is a significant and positive effect of the compensation, commitment, and work motivation variables on the performance variable, which is indicated by a sig value of 0.00 which is smaller than the value of alpha  $\alpha$  : 0.05. The magnitude of the influence of compensation, commitment, and work motivation on employee performance can be shown in the following table.

The coefficient value of R Square explains that the contribution to the variable influence of compensation, commitment, and employee motivation together is 0.178 or 17.8 percent. While the remaining 82.2 percent comes from the influence of other variables that are not included in the group of variables studied in this study.

**4.3 Discussion**

**4.3.1 The effect of compensation on employee performance**

PT. Pegadaian is a profit-oriented institution that serves customers who need loans by raising the tagline of dealing with problems without problems as a public attraction and has stuck in the hearts of the people, most of whom are the middle to lower economic class. Most of the people have felt the ease of obtaining services. The results of the study show that the provision of compensation to employees proves the

significant level of influence on improving employee performance. The results of Haeruddin et al. [5] indicate that compensation has a positive and significant effect on performance, by providing compensation that is more appropriate and accepted by employees because it is in accordance with the energy and abilities expended and respecting the hard work of employees, employees will behave more professionally by working professionally earnestly and make various efforts in order to achieve better work results so that performance can be further improved. The study of Thaeif and Baharuddin [24] found that there is a significant and positive effect of compensation on employee performance. Thus it can be stated that the provision of compensation is important for improving the quality of work of employees which has an impact on improving company performance.

**4.3.2 The effect of motivation on employee performance**

Providing motivation as a form of stimulation or stimulus related to the work needs of employees in carrying out their duties. In the sense that the stimulus received can influence a person's attitude to produce behavior after receiving a response to take action related to the objectives of the planned activities. So that the stronger the stimulus affects a person's attitude, the stronger it is to behave and take action. Motivation can come from within (intrinsic) and also from outside (extrinsic) where both things can stimulate a person so as to cause attitudes and behavior and take action. The results showed that work motivation has a positive and significant effect on employee performance. Self-motivation at work can create a positive and conducive work

environment. So that employees who have work motivation will feel passionate about what they are doing. To create self-motivation, it is inseparable from the strong desire and sincerity of employees in carrying out their daily work. Conversely, if an employee works under coercion, it can result in decreased performance achievement values. Thus extrinsic and intrinsic motivation can create a safe and comfortable working atmosphere as far as possible, so as to create high morale in carrying out work that has an impact on achieving high performance.

#### **4.3.3 The effect of commitment on employee performance**

The existence of human resources in the organization is one important aspect [22,18]. Therefore the company does not merely plan to achieve maximum profit and determine a competitive strategy through good work facilities without carefully considering the availability of reliable human resources. In other cases, the best human resources the company has, if not managed and utilized optimally, will have a negative impact on performance achievement. One of the things that companies need to pay attention to is creating individual employee commitment. The results showed that there is a significant positive effect of commitment on individual performance. In line with Haeruddin et al. [5] and Meyer et al. [11], the organizational commitment itself has a meaning as employee involvement in a particular organization. Commitment is an important factor that must be grown in every employee because it can affect their performance. There is a positive relationship between commitment and employee performance because the higher the commitment that exists in an individual, the higher the performance produced by that individual. It can be interpreted that the higher the employee's individual commitment to the organization or company where he works, the higher the achievement of company performance. Likewise, if the commitment of individual employees is low it will have an impact on decreasing company performance. This can happen because high commitment causes job satisfaction to increase and further increases employee performance.

#### **4.3.4 The effect of compensation, commitment, and work motivation on employee performance**

Every organization or company in the face of intense competition, companies generally try to

have the right strategy. To achieve this goal, companies are required to be able to manage their resources, especially human resources. The existence of human resources in an organization or company plays an important role in generating maximum profit and can maintain the existence and survival of the organization or company.

It was stated previously that either partially or simultaneously there is the influence of compensation, work motivation, and commitment to individual performance. Several previous studies both partially and simultaneously the variables of compensation, work motivation, and commitment have a positive and significant impact on employee performance. The study of Martinus and Budiyanto [25] found that compensation and work motivation affect employee performance. It was argued that the higher the commitment and work motivation, the higher the employee performance. Furthermore, Hidayat [26] found that compensation and work motivation have a significant effect on employee performance both directly and through the level of employee satisfaction. While the results of Meyer et al. [11] found that organizational commitment and employee motivation have a significant and positive effect on employee performance. Thus it can be stated that commitment, compensation and employee motivation are important in improving employee performance. Apart from directly increasing employee performance, the three variables of commitment, compensation, and work motivation can influence through the level of satisfaction as an intermediate variable [26].

## **5. CONCLUSION**

As for the theoretical implication, this study suggests that, based on the results and discussions section of this paper, there is a significant effect and positive value both partially and simultaneously from the commitment, compensation, and work motivation on the performance of employees of PT. Pegadaian Makassar. Furthermore, for the managerial implication, the results of this study is considered as an useful guideline for the business owners and/or policy makers to maintain, evaluate, as well as improve compensation, commitment, and work motivation in order to develop in positive trends the employee performance in particular, and the company performance in general. Furthermore, this study is limited by time span of research and the size of the sample, hence, this study suggests for further research to explore in

depth and investigate with proper time span of research in terms of the role of compensation, commitment, and work motivation on employee performance.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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