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

Authors' contributions

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

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 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 (Garengo et al., 2022). 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 (Haeruddin, Kurniawan, Akbar, & Mustafa, 2021; Turkmenoglu, 2019).

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 (Dharma, 2018; Haeruddin et al., 2022). Through human

34 resource management practice (HRMP) can improve individual learning, motivation and
35 retention of employees for the acquisition of shared knowledge, in a strategic perspective to
36 improve organizational performance (Gope et al., 2018)

37 Pawnshop is an economic institution that is closely related to the lower middle class society.
38 The presence of the pawnshop institution has shown its role in the midst of society with
39 various service facilities and ease of obtaining loans. Therefore, people are more inclined to
40 apply for loans at pawnshops than at other economic institutions such as banks (Eisenberg-
41 Guyot et al., 2018; Ismail & Ahmad, 1997). In line with this, the role of company leaders is
42 required to be able to manage existing resources by focusing on optimizing human
43 resources as the company's main asset. Through a proactive strategic HRM approach in an
44 organization can be translated in a series of human resources practices systems of high-
45 performance, which stimulate directly employees' affective commitment and promote
46 empowerment among them, getting to better results in employees performance and in
47 organizational performance (Kurniawan et al., 2022).

48

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

57

58 **2. LITERATURE REVIEW**

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

66

67 **2.1 Compensation Concept**

68 There are various ways that companies can do to increase morale in order to produce
69 performance for the company. One of them is through the compensation program.
70 Compensation is given to employees as remuneration for having contributed to the progress
71 of the company. Everyone wants rewards, both financial and non-financial. Giving
72 compensation received by employees can cause various responses among employees
73 which are expressed in the form of happy, satisfied and even dissatisfied or unhappy
74 attitudes. It depends on the company's role in determining the type and amount of
75 compensation as well as the factor of employee needs. Compensation is a reward or
76 remuneration received by employees, both in financial and non-financial forms, both directly
77 and indirectly (Adeniji et al., 2015). Compensation has a significant effect on individual
78 commitment and that compensation is said to be the main cost of expertise or work and
79 employee loyalty to the company (Meyer et al., 2004).

80 Studies of Kervyn et al. (2010) as well as Mathis and Jackson (2002) divide the
81 compensation into two groups, namely direct compensation and indirect compensation.
82 Direct compensation is in the form of basic salary and variable salary or salary amount which
83 is determined based on the frequency of work and the weight of a person's workload in an
84 organization. Meanwhile, indirect compensation is in the form of allowances which are

85 usually determined based on one's position in the organization. Also, other groups of
86 compensation, namely: 1) financial compensation consisting of direct compensation such as:
87 salary/wages, achievement payments, incentives, bonuses, share of profits, stock options.
88 While indirect financial compensation includes insurance, severance pay, children's school
89 fees, pensions, and compensation outside working hours. 2) non-financial compensation,
90 such as: a sense of security in position, promotion, recognition for work, new discoveries,
91 special achievements, work environment, comfort in duty, fun and conducive (Gope et al.,
92 2018; Haeruddin et al., 2022; Mathis & Jackson, 2002).

93

94 **2.2 Organizational Commitment**

95 A person's commitment is born from self-awareness to maintain and maintain the values and
96 goals of an organization. The level of loyalty and alignment of a person to remain part of an
97 organization by demonstrating its existence by maintaining and maintaining the values and
98 goals of the organization (Mustafa et al., 2018; Reichers, 1985). Commitment is closely
99 related to a person's behavior that is consistent with the values and goals of the organization
100 where he works. So that the higher the commitment of employees has an impact on the
101 achievement of their performance (Wright et al., 2005). Commitment is seen as an
102 employee's attachment to the organization that is bound to the costs incurred if leaving the
103 organization becomes an obligation to remain in the organization (Sahabuddin & Thaha,
104 2018).

105 **2.3 Work Motivation**

106 Encouragement that is born from within a person can be caused by a stimulus related to a
107 person's needs. The strength that is born in a person encourages to take an action caused
108 by a stimulus related to a need that stimulates a person's attitude so that he takes an action
109 to make it happen (Dharma, 2018; Meyer et al., 2004; Natsir et al., 2021). Stimulation will
110 stimulate the occurrence of activities, such as thoughts, feelings and others that can be
111 captured through the senses (Kanfer et al., 2008). The stronger the stimulus related to one's
112 work needs, the more it influences a person to behave and take actions that lead to
113 achieving goals (Haeruddin, Kurniawan, Akbar, & Mustafa, 2021). The work motivation had
114 positive and significant impact on organization citizenship behavior and performance of
115 employees. Otherwise organization citizenship behavior had positive and significant effect
116 on employees' performance (Dharma, 2018).

117 **2.4 Employee Performance**

118 Achieving maximum results is the hope of every company through a series of operational
119 activities within a certain period of time. The results achieved by a person or in groups in the
120 company's operational activities within a certain period of time, both in financial and non-
121 financial forms become an assessment of performance achievements for the company
122 (Haeruddin & Haeruddin, 2020; Mustafa et al., 2018). Thus performance is the result of the
123 actual behavior of employees according to their role in the organization (Dharma, 2018;
124 Haeruddin, Kurniawan, Akbar, Burhanuddin, et al., 2021). In addition, a person's
125 performance is influenced by employee capabilities, including: level of education, initiative,
126 work experience, and employee motivation (McCarter et al., 2022). The results of a person's
127 work will provide feedback for the person himself to always be active in doing his job well
128 and it is hoped that it will produce good quality work as well (Anitha, 2014; Garengo et al.,
129 2022).

130 **3. METHODOLOGY**

131 The type of research used is explanatory and cross-sectional research which explains the
132 object under study through the data collected and processed quantitatively. The population
133 of this study are employees of PT. Pegadaian (Persero) VI Makassar as many as 63 people.
134 Furthermore, to determine the number of samples used saturated sampling technique, which

135 uses the entire population of 63 employees. The analysis technique used is: multiple
136 regression analysis.

137 4. RESULTS AND DISCUSSIONS

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

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

Variable	Dimension	Symbol
Compensation (Adeniji. et al., 2015)	Commission	X1.1
	Incentive	X1.2
	Allowance	X1.3
Commitment (Kharis, 2010; Wright, 2005)	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

143

144 **4.1 Inferential Statistical Analysis**

145 **4.1.1 Normality Test**

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

151

152 **4.1.2 Homogeneity Test**

153 The data homogeneity test in this study is based on Levene's Test for Equality of Variance
154 on the SPSS software with the test criteria is: sig > α with level $\alpha = 0.05$. The results of the
155 analysis show that the P sig values for the variables of compensation, commitment, and
156 employee motivation are at a significance value greater than 0.05 so that it can be said that
157 all the variables studied in this study were declared feasible to be analyzed because they
158 fulfilled the data homogeneity test requirements.

159

160 **4.1.3 Data Linearity Test**

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

168

169 **4.2 Hypothesis Testing**

170 Linearity test was conducted to find out whether the two variables have a linear relationship
 171 or not. The results of the data linearity test show that the P sig value for compensation,
 172 commitment and motivation variables on performance for the Deviation from Linearity
 173 category in the Anova table is significant where the P sig value is greater than Alpha 0.05.
 174 Thus it can be stated that the data on the results of respondents' responses regarding the
 175 variables of compensation, commitment and motivation on employee performance are linear
 176 so that they are feasible to analyze and meet the requirements of the linearity test.
 177

178 **4.2.1 The First Hypothesis Test**

179 The first hypothesis is to test the effect of compensation on employee performance. Test the
 180 hypothesis using regression and the following results are obtained.
 181

182 **Table 2. Regression Test Results of Compensation on Performance**
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	176.349	1	176.349	2.480	.020 ^b
1	Residual	4337.588	61	71.108		
	Total	4513.937	62			

a. Dependent Variable: performance

b. Predictors: (Constant), compensation

183 The results of the regression test show that there is a significant and positive effect of the
 184 compensation variable on the performance variable as indicated by the significance value in
 185 the sig column 0.02 which is smaller than the alpha value (α): 0.05. Another way to find out
 186 the significance level of the influence between variables can be done by comparing the
 187 calculated T value: 2,480 with the T table value at alpha (α): 0.05 of 1,645. Thus H0 is
 188 rejected and H1 is accepted, where there is an influence between compensation and
 189 employee performance.
 190

191 **4.2.2 The Second Hypothesis Test**

192 The second hypothesis is that there is an effect of commitment on employee performance.
 193 The results of the regression test can be shown in the following table.
 194

195 **Table 3. Regression Test Results of Commitment on Performance**
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	692.671	1	692.671	11.057	.001 ^b
1	Residual	3821.265	61	62.644		
	Total	4513.937	62			

a. Dependent Variable: performance

b. Predictors: (Constant), commitment

196 The results of the regression test show that there is a significant and positive effect of the
 197 commitment variable on the performance variable as indicated by the sig value of 0.01 which
 198 is smaller than the α : 0.05. Thus H0 is rejected and H1 is accepted where there is an effect
 199 of commitment on employee performance.
 200

201 **4.2.3 The Third Hypothesis Test**

202 The third hypothesis is that there is an influence of employee motivation on employee
 203 performance. The results of the regression test can be shown in the following table.
 204

204 **Table 4. Regression Test Results of Work Motivation on Performance**

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

a. Dependent Variable: performance

b. Predictors: (Constant), motivation

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

209

210 **4.2.4 The Fourth Hypothesis Test**

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

214

215

216 **Table 5. Cumulative Regression Test Results**

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

a. Dependent Variable: performance

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

217 The results of the multiple regression test show that there is a significant and positive effect
 218 of the compensation, commitment, and work motivation variables on the performance
 219 variable, which is indicated by a sig value of 0.00 which is smaller than the value of alpha α :
 220 0.05. The magnitude of the influence of compensation, commitment, and work motivation on
 221 employee performance can be shown in the following table.

222

223 **Table 6. Determinant Coefficient Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 ^a	.178	.137	7.92886

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

b. Dependent Variable: performance

224

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

229

230 **4.3 DISCUSSIONS**

231 **3.3.1 The Effect of Compensation on Employee Performance**

232 PT. Pegadaian is a profit-oriented institution that serves customers who need loans by
 233 raising the tagline of dealing with problems without problems as a public attraction and has
 234 stuck in the hearts of the people, most of whom are the middle to lower economic class.

235 Most of the people have felt the ease of obtaining services. The results of the study show
236 that the provision of compensation to employees proves the significant level of influence on
237 improving employee performance. The results of Haeruddin et al. (2022) indicate that
238 compensation has a positive and significant effect on performance, by providing
239 compensation that is more appropriate and accepted by employees because it is in
240 accordance with the energy and abilities expended and respecting the hard work of
241 employees, employees will behave more professionally by working professionally earnestly
242 and make various efforts in order to achieve better work results so that performance can be
243 further improved. The study of Thaief and Baharuddin (2015) found that there is a significant
244 and positive effect of compensation on employee performance. Thus it can be stated that the
245 provision of compensation is important for improving the quality of work of employees which
246 has an impact on improving company performance.

247

248 **4.3.2 The Effect of Motivation on Employee Performance**

249 Providing motivation as a form of stimulation or stimulus related to the work needs of
250 employees in carrying out their duties. In the sense that the stimulus received can influence
251 a person's attitude to produce behavior after receiving a response to take action related to
252 the objectives of the planned activities. So that the stronger the stimulus affects a person's
253 attitude, the stronger it is to behave and take action. Motivation can come from within
254 (intrinsic) and also from outside (extrinsic) where both things can stimulate a person so as to
255 cause attitudes and behavior and take action. The results showed that work motivation has a
256 positive and significant effect on employee performance. Self-motivation at work can create
257 a positive and conducive work environment. So that employees who have work motivation
258 will feel passionate about what they are doing. To create self-motivation, it is inseparable
259 from the strong desire and sincerity of employees in carrying out their daily work.
260 Conversely, if an employee works under coercion, it can result in decreased performance
261 achievement values. Thus extrinsic and intrinsic motivation can create a safe and
262 comfortable working atmosphere as far as possible, so as to create high morale in carrying
263 out work that has an impact on achieving high performance.

264

265 **4.2.3 The Effect of Commitment on Employee Performance**

266 The existence of human resources in the organization is one important aspect (McCarter et
267 al., 2022; Natsir et al., 2021). Therefore the company does not merely plan to achieve
268 maximum profit and determine a competitive strategy through good work facilities without
269 carefully considering the availability of reliable human resources. In other cases, the best
270 human resources the company has, if not managed and utilized optimally, will have a
271 negative impact on performance achievement. One of the things that companies need to pay
272 attention to is creating individual employee commitment. The results showed that there is a
273 significant positive effect of commitment on individual performance. In line with Haeruddin et
274 al. (2022) and Meyer et al. (2004), the organizational commitment itself has a meaning as
275 employee involvement in a particular organization. Commitment is an important factor that
276 must be grown in every employee because it can affect their performance. There is a
277 positive relationship between employee commitment and employee performance because the higher
278 the commitment that exists in an individual, the higher the performance produced by that
279 individual. It can be interpreted that the higher the employee's individual commitment to the
280 organization or company where he works, the higher the achievement of company
281 performance. Likewise, if the commitment of individual employees is low it will have an
282 impact on decreasing company performance. This can happen because high commitment
283 causes job satisfaction to increase and further increases employee performance.

284

285 **4.2.4 The Effect of Compensation, Commitment, and Work Motivation on Employee** 286 **Performance**

287 Every organization or company in the face of intense competition, companies generally try to
288 have the right strategy. To achieve this goal, companies are required to be able to manage
289 their resources, especially human resources. The existence of human resources in an
290 organization or company plays an important role in generating maximum profit and can
291 maintain the existence and survival of the organization or company.

292 It was stated previously that either partially or simultaneously there is the influence of
293 compensation, work motivation, and commitment to individual performance. Several
294 previous studies both partially and simultaneously the variables of compensation, work
295 motivation, and commitment have a positive and significant impact on employee
296 performance. The study of Martinus and Budiyanto (2016) found that compensation and
297 work motivation affect employee performance. It was argued that the higher the commitment
298 and work motivation, the higher the employee performance. Furthermore, Hidayat (2021)
299 found that compensation and work motivation have a significant effect on employee
300 performance both directly and through the level of employee satisfaction. While the results of
301 Meyer et al. (2004) found that organizational commitment and employee motivation have a
302 significant and positive effect on employee performance. Thus it can be stated that
303 commitment, compensation and employee motivation are important in improving employee
304 performance. Apart from directly increasing employee performance, the three variables of
305 commitment, compensation, and work motivation can influence through the level of
306 satisfaction as an intermediate variable (Hidayat, 2021).

307

308 5. CONCLUSION

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

321

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