



Impact of compensation on employee performance with motivation as a moderator

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ABSTRACT

PT. Securindo Packatama Indonesia (Secure Parking) is a company that provides parking services at various locations such as offices, hotels, shophouses, and hospitals. This study aims to examine the effect of compensation on employee performance with motivation as a moderating variable. Using a quantitative approach with the Structural Equation Modeling (SEM) method and involving 40 respondents, the research included tests for normality, validity, reliability, moderation, hypothesis, and goodness of fit. The normality test showed a multivariate value of 0.356 (<2.58), the second-stage validity test confirmed all indicators were valid (estimate >0.50), and the reliability test indicated sufficient reliability with CR >0.70 and AVE >0.50. However, hypothesis testing showed that compensation had no significant effect on performance ($p = 0.922$), motivation also had no significant effect ($p = 0.155$), and motivation did not moderate the effect of compensation on performance ($p = 0.488$). Therefore, it is necessary to explore other variables that may be more relevant in improving employee performance.

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1. INTRODUCTION

The rapid growth in vehicle ownership across Indonesia has significantly increased the demand for organized and efficient parking services. This situation has led to the emergence of numerous parking management companies competing to offer technological innovation and reliable service delivery. One such company is PT. Securindo Packatama Indonesia (Secure Parking), which has operated since 1979 and currently manages over 1,300 locations nationwide. Despite its dominant market presence, recent data from its South Jakarta branch shows a 4.15% decline in unit revenue in 2023 compared to the previous year, signaling potential inefficiencies that may stem from internal human resource factors.

In the context of service-based organizations like Secure Parking, employee performance plays a pivotal role in maintaining operational effectiveness and customer satisfaction (Rifa'i, 2021). Therefore, improving performance has become a strategic imperative. Compensation and motivation are two critical variables often linked to

performance outcomes. (Shohib et al., 2024) Compensation, both financial and non-financial, is expected to serve as a tangible reward system that encourages productivity. Motivation, on the other hand, is believed to internally drive employees to align their efforts with organizational goals. Several studies have supported the positive effects of these variables. However, findings remain inconsistent—some studies report significant relationships while others find no meaningful correlation (Ariani, 2023).

(Dwipayana et al., 2022) These contradictions suggest that contextual differences or unaccounted variables may be influencing results. For instance, the interaction between compensation and motivation has received limited attention, particularly in Indonesian organizational settings. Furthermore, many prior studies are limited in scope, focus primarily on local institutions, and often fail to analytically explore how these variables interrelate (S. Wahyuni et al., 2022).

Based on these considerations, this study aims to analyze the effect of compensation on employee performance at PT. Securindo Packatama Indonesia and investigate whether motivation strengthens this relationship. The research applies a quantitative approach using Structural Equation Modeling (SEM) to provide empirical clarity and contribute to the broader discourse on human resource optimization in competitive service sectors.

2. RESEARCH METHOD

Compensation

According to Suparyadi in (Trisna & Guridno, 2021) (Compensation is the total reward received by employees as an appreciation for their contributions to the organization, both financial and non-financial. According to Rivai in (Trisna & Guridno, 2021) non-financial compensation is a reward given by the company to employees not in the form of money, but in the form of facilities. According to Simamora in (Manopo et al., 2023) the compensation indicators are Wages and Salaries, Incentives, Allowances, and Facilities.

Motivation

According to Juliyansah in (Tafonao, 2022) and in (Nurhalizah & Oktiani, 2024) motivation is an individual's willingness to put in high effort to achieve organizational goals. According to Sedarmayanti in (Nugraha et al., 2021) motivation is a mental condition that drives activity and provides energy that leads to achieving needs. Some indicators of motivation according to George & Jones in (Mas'ud, 2024) include Employee Behavior, Employee Effort, and Employee Persistence

Performance

According to Sedarmayanti in (Putra et al., 2023) and (Mangkunegara, 2013) Performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. According to Kasmir in (P. Wahyuni & Maretasari, 2022) employee performance is the result of completing tasks and obligations given on time. Performance is the amount of employee activity that benefits or harms the Company's goals. According to Mathis & Bangun in (Damanik, 2021) Performance indicators include Quantity of work, Quality of work, Punctuality, Attendance, and Ability to work together.

Previous Research

Some studies that have been conducted related to compensation, motivation and performance variables include (Utami et al., 2023):

- a. Research conducted by (Agustine & Andani, 2023) shows that motivation and both have a positive and significant effect on employee performance at PT. Hasta Jaya Marina in Central Jakarta.
- b. Research conducted by (Tafonao, 2022) shows that compensation (X1) and motivation (X2) have an effect on the Employee Performance Variable (Y) at the Idanotae District Office, South Nias Regency.
- c. Research conducted by (Putra et al., 2023) shows that compensation and work motivation simultaneously have a positive and significant effect on the performance of employees at The Axana Hotel Padang.

1. Type of Research

The type of research used is quantitative research, menurut Desfitriady & Pandini in (Aryata & Marendra, 2023) quantitative research is a type of research that uses numbers in processing data to produce structured information.

2. Research Variables

- a. The independent variable in this research is Compensation
- b. The dependent variable in this research is employee performance
- c. The moderating variable in this research is Motivation

3. Population and Sample

According to Trisna & Guridno in (Aryata & Marendra, 2023) Population is the totality of each element to be studied which has the same characteristics, it can be individuals from a group, event, or something to be studied. The population in this study were all employees of PT Securindo Packatama Indonesia, South Jakarta, totaling 40 employees.

The sample is the number and characteristics of the population. Saturated sampling is a sampling technique when all members of the population are used as samples (Rika & Suci, 2019). Based on the population size and sampling technique used, the number of samples in this study was 40 employees.

4. Research Framework

The framework of thinking in this research can be seen in the picture below where the Compensation variable has 4 indicators, the Motivation variable has 3 indicators and the performance variable has 5 indicators.

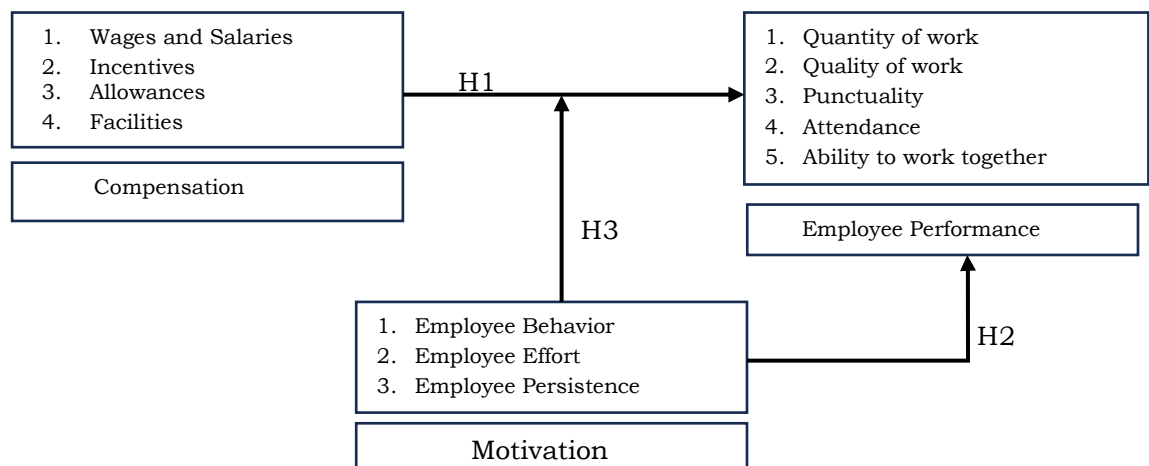


Figure 1. Research Framework

5. Data Analysis Techniques

Data analysis is an activity carried out after data from all respondents or other data sources has been collected (Ghozali, 2008) . Activities carried out in conducting data analysis include grouping, tabulating data, carrying out calculations to answer the specified problem formulation and carrying out calculations to test research hypotheses that have been proposed Sugiyono in (Aryata & Marendra, 2023). Structural Equation Modeling (SEM) is a combination of two analysis methods, namely factor analysis and path analysis into one comprehensive statistical method. According to (Rian Iskandar & Hariandy Hasbi, 2024) Several stages carried out in the Structural Equation Modeling (SEM) method include:

- a. Validity test can be seen in the factor loading weight value of 0.50 or more which is considered to have strong enough validity to explain the latent construct
- b. The reliability test can be seen if the Construct Reliability (CR) value is ≥ 0.70 and the variance extracted value is ≥ 0.50
- c. The Moderation Test is an approach that allows a relationship between an independent variable and the dependent variable that is influenced by other latent variables. Variables that allow the relationship between one variable and another variable are called moderating variables. One method that can estimate the moderating effect on a complex SEM is the Ping method. Ping(1995) in (Kamila et al., 2023) states that a single indicator should be used as an indicator of a moderating latent variable. This single indicator is a multiplication between the indicator of the exogenous latent variable and the indicator of the moderator variable. For example, the relationship between X and Y is influenced by the latent variable Z. where Y is the manifest dependent variable while X and Z are latent variables and each has an indicator(Sutrisno, 2019).
- d. Hypothesis testing is done by looking at the significant level of relationship between variables by looking at the P-value < 0.05 (Sugiyono, 2017).
- e. Goodness of Fit is used to test the model used in the study. According to (Lisnawati et al., 2022), In the SEM analysis technique, several statistical tests are used to test the hypotheses of the developed model. The statistical test used to measure the level of fit of the model in research after the assumptions in the SEM are met. (Hair, 2010) The criteria for Goodness of Fit are as shown in the table below:

Table 1. Goodness of Fit criteria

Criteria	Value
Chi-Square	0: Perfect FIT, the bigger the less fit
Probability	$\geq \alpha$: FIT, the value of α that can be used is 5%, 1% and 10%
GFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT

AGFI	0: Unwell; 1: Perfect FIT; ≥ 0.9 : FIT
RMSEA	$\leq 0,05$: FIT ; $> 0,1$: No FIT
TLI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
NFI	0: Not FIT; 1: Perfect FIT; ≥ 0.9 : FIT
PCFI	0: Not FIT; the bigger the fit
PNFI	0: Not FIT; the bigger the fit

6. Hypothesis Development

Ho1 : There is no significant influence between Compensation on Employee Performance at PT. Securindo Packatama Indonesia

Ha1: There is a significant influence between Compensation on Employee Performance at PT. Securindo Packatama Indonesia

Ho2: There is no significant influence between Motivation on Employee Performance at PT. Securindo Packatama Indonesia

Ha2: There is a significant influence between Motivation on Employee Performance at PT. Securindo Packatama Indonesia

Ho3: There is no significant influence between Compensation on Employee Performance with Motivation as a Moderating Variable at PT. Securindo Packatama Indonesia

Ha3: There is a significant influence between Compensation on Employee Performance with Motivation as a Moderating Variable at PT. Securindo Packatama Indonesia

3. RESULTS AND DISCUSSIONS

Early Model

There are Compensation variable has 4 indicators, the Motivation variable has 3 indicators and the performance variable has 5 indicators as seen in the image below.

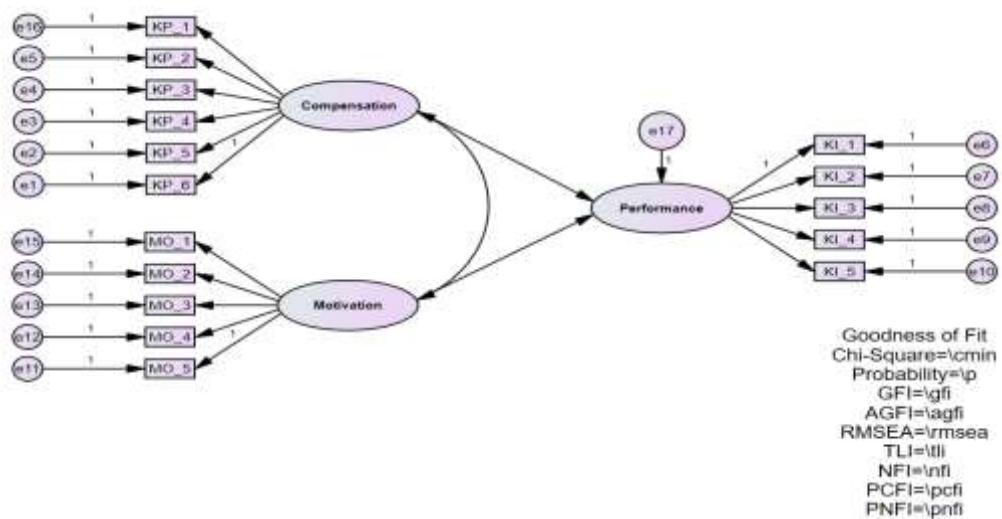


Figure 2. Initial Research Model

Normality Test

Based on the results of the normality test carried out using SEM AMOS, the Multivariate value obtained was 0.356, where this value is smaller than 2.58 so that the model can be tested at the next stage.

Table 2. Normality Test

Variable	min	max	skew	c.r.	kurtosis	c.r.
KP_1	1	5	-0,366	-0,946	-1,025	-1,324
MO_1	2	5	-0,296	-0,765	-0,728	-0,94
MO_2	2	5	-0,111	-0,285	-0,537	-0,694
MO_3	2	5	-0,281	-0,725	-0,633	-0,817
MO_4	1	5	-0,307	-0,794	-0,067	-0,086
MO_5	1	5	-0,62	-1,601	-0,329	-0,425
KI_5	2	5	-0,537	-1,387	-0,32	-0,413
KI_4	1	5	-0,782	-2,02	0,542	0,7
KI_3	1	5	0,351	0,908	0,351	0,454
KI_2	1	5	-0,121	-0,311	-0,536	-0,692
KI_1	1	4	0,413	1,067	-0,996	-1,286
KP_2	1	5	0,043	0,112	-1,116	-1,44
KP_3	1	5	0,134	0,347	-0,528	-0,682
KP_4	1	5	-0,151	-0,39	-0,789	-1,019
KP_5	2	5	0,121	0,311	-0,724	-0,935
KP_6	1	5	-0,41	-1,059	0,373	0,482
Multivariate					2,704	0,356

Validity Test

At this stage, a validity test will be carried out where the test is carried out to determine whether the statements used in the questionnaire can be used on the research object being carried out and provide accurate results. Based on the output results produced using the AMOS application, it is known that there are several indicators that are declared INVALID with a value smaller than the required value of 0.5 so that these indicators need to be removed from the model created for further validity testing.

Table 3. Validity Test Phase 1

		Estimate
KP_6	<---	Compensation 0,575
KP_5	<---	Compensation 0,479
KP_4	<---	Compensation 0,788
KP_3	<---	Compensation 0,645
KP_2	<---	Compensation 0,753
KI_1	<---	Performance 0,229
KI_2	<---	Performance 0,614
KI_3	<---	Performance 0,417
KI_4	<---	Performance 0,641
KI_5	<---	Performance 0,822
MO_5	<---	Motivation 0,797
MO_4	<---	Motivation 0,717
MO_3	<---	Motivation 0,514

MO_2	<---	Motivation	0,719
MO_1	<---	Motivation	0,276
KP_1	<---	Compensation	0,495

From the results of the stage 2 validity test, it is known that all indicators in the variables used in the study are said to be VALID, this can be seen from the estimate value >0.50 .

Table 2. Validity Test Phase 2

			Estimate
KP_6	<---	Compensation	0,571
KP_4	<---	Compensation	0,774
KP_3	<---	Compensation	0,719
KI_2	<---	Performance	0,555
KI_4	<---	Performance	0,675
KI_5	<---	Performance	0,84
MO_5	<---	Motivation	0,798
MO_4	<---	Motivation	0,716
MO_3	<---	Motivation	0,522
KP_2	<---	Compensation	0,706
MO_2	<---	Motivation	0,723

Reliability Test

In the next stage, a reliability test will be conducted to check the consistency of the results throughout the research period, in various places and researchers, and throughout all parts of the test itself. Based on the test results using AMOS software, it is known that all indicators are declared Unreliable because they have an AVE value <0.50 .

Table 3. Reliability Test Phase 1

Components	Compensation	Motivation	Motivation
CR	0,7884	0,7874	0,7368
AVE	0,4851	0,4862	0,4898

After retesting the reliability by deleting several indicators in the variable that had an estimate value <0.6 , it was found that the indicator was declared reliable because it had a CR value >0.70 and an AVE value >0.50 .

Table 4. Reliability Test Phase 2

Components	Compensation	Motivation	Motivation
CR	0,7713	0,7868	0,7278
AVE	0,5312	0,5528	0,5736

Moderation Test

At this stage, interaction testing will be carried out by looking at the influence of Motivation as a moderating variable in strengthening or weakening the relationship between independent and dependent variables, in this case Compensation on Employee Performance. The following is a SEM model where Motivation acts as a moderating variable.

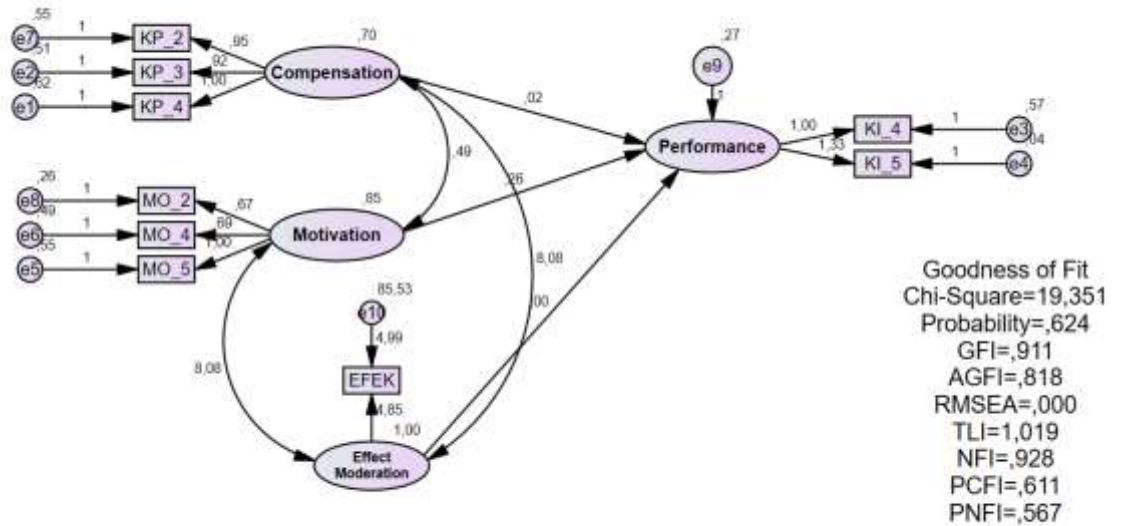


Figure 1. Moderation Test

Hypothesis Testing

Based on the test results conducted using AMOS software, it was found that Compensation has no effect on employee performance, this can be seen from the p-value of 0.922 so that Ho1 is accepted, while Motivation has no effect on employee performance, this can be seen from the p-value of 0.155 so that Ho2 is accepted. However, Motivation does not strengthen the effect of Compensation on Employee Performance, this can be seen from the p-value of 0.488 so that Ho3 is accepted.

Table 5. Uji Hipotesis

			Estimate	S.E.	C.R.	P
PERFORMANCE	<---	COMPENSATION	0,206	0,173	1,194	0,922
PERFORMANCE	<---	MOTIVATION	0,775	0,175	4,429	0,155
PERFORMANCE	<---	EFEK_MODERASI	0,004	0,001	3,156	0,488

Goodness of Fit

At this stage a model suitability test will be carried out against the model being developed, from the results of the Goodness of Fit test it is found that most of the criteria have been declared Fit as shown in the table below.

Table 6. Goodness of Fit

Criteria	Test Value	Information
Chi-Square	19,351	NOT FIT
Probability	0,624	FIT
GFI	0,911	FIT
AGFI	0,818	FIT
RMSEA	0,000	FIT
TLI	1,019	FIT
NFI	0,928	FIT

PCFI	0,611	MARGINAL FIT
PNFI	0,567	MARGINAL FIT

Based on the results of hypothesis testing using AMOS software, the study found that compensation does not significantly influence employee performance at PT. Securindo Packatama Indonesia. This conclusion is supported by a p-value of 0.922, which is far above the standard significance level of 0.05. As a result, the null hypothesis (H_01), stating that there is no significant influence of compensation on employee performance, is accepted.

Similarly, motivation alone also does not have a significant effect on employee performance. This is evidenced by the p-value of 0.155, which again exceeds the 0.05 threshold. Consequently, the null hypothesis (H_02), which posits that motivation does not significantly influence performance, is accepted as well.

Furthermore, when analyzing the interaction between compensation and motivation as a moderating variable, the study revealed that motivation does not significantly strengthen or weaken the influence of compensation on employee performance. This is demonstrated by a p-value of 0.488, leading to the acceptance of the third null hypothesis (H_03).

These findings suggest that compensation and motivation—either individually or interactively—do not serve as significant predictors of employee performance in this specific organizational context. It indicates a need to explore other variables or organizational factors that may more effectively influence performance outcomes.

4. CONCLUSION

Based on the results of the analysis, it was found that compensation and motivation, both individually and interactively, did not have a significant effect on employee performance at PT. Securindo Packatama Indonesia. This indicates that the initial assumption regarding the role of financial rewards and intrinsic drivers in enhancing performance may not apply in this organizational context. The findings highlight the need for the company to explore alternative factors—such as leadership style, organizational culture, or job satisfaction—that might better explain variations in employee performance. From a practical standpoint, management should re-evaluate current HR strategies, particularly those related to non-monetary incentives, employee engagement, and work environment improvements. Academically, future research should consider expanding the sample size, integrating qualitative approaches to capture employee perceptions, and including comparative studies with other organizations. Additionally, this study was limited by its relatively small sample size and reliance on self-reported data, which may affect the generalizability and objectivity of the results.

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