

Research Article

Does Compensation Matter for Improving Work Motivation, Organizational Commitment, and Employee Performance?

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Abstract: The purpose of this study is to empirically explore the mediating effects of motivation and organizational commitment on the relationship between compensation and performance of an employee at the Nation and Political Unity Agency, Aceh Province, Indonesia. To gather the data, the study distributed questionnaires to all 113 officers of the Nation and Political Unity Agency, Aceh Province, Indonesia. Based on the Partial Least Square (PLS) of the structural equation modelling (SEM) analysis, the study documented significant positive indirect effects of compensation on employee performance through organizational commitment and employee working motivation. The compensation was not found to have a significant direct effect on employee performance, implying the role of variables of organizational commitment and motivation as the full mediator. These findings imply that all effort taken by the agency to promote employee performance should be focused on empowering organizational commitment and working motivation of the employees on the basis of the reasonable compensation scheme.

Keywords: Compensation, Motivation, Organizational commitment, Employee performance.

INTRODUCTION

Unlike private organization that focuses on profit maximization, the public organization aims to provide a high quality of services to the community. The Nation and Political Unity Agency in the Province of Aceh, Indonesia is one of the public organizations under the provincial government authority, which has the vision to ensure democratic community life and solid national unity in the province. The agency strives to provide a condition that is safe, united, strong, democratic and orderly with nationalism and love for the country. It is a harmonious community who trust and actively participate in realizing good and transparent governance. However, in the last few years, the agency has been not successfully achieving its set targets. The realized key performance indicators of the agency are below than expected, indicating the low performance of officers recently.

Many previous studies identified that low level of employee performance has been contributed by many factors, such as low levels of work motivation (Twalib and Kariuki, 2016; and Kiruja and Mukuru, 2018),

organizational commitment (Riketta, 2002; Ahmad *et al.*, 2010, Li *et al.*, 2012; Jyoti, 2013), compensation (Abowd, 1990; Tosi *et al.*, 2004), and so on. An employee with a higher level of working motivation would work harder to accomplish the assigned official tasks. It becomes a strength, power, or a complex state and preparedness in an employee to move towards a specific goal, both consciously and unconsciously (Makmun, 2011; Elliot *et al.*, 2016). Organizational commitment is also identified as one of the important factors influencing the performance of an employee (Khan *et al.*, 2010). Finally, without given proper compensation, the employee would not be motivated to work harder and have a higher level of organizational commitment (Tosi *et al.*, 2004; Murty, 2012). Thus, providing adequate compensation is one of strategic decision to improve employees' working motivation and organizational commitments and finally their performance.

Although there have been many previous studies investigated the influences of compensation (Abowd, 1990; Tosi *et al.*, 2004) on working

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motivation (Twalib and Kariuki, 2016; and Kiruja and Mukuru, 2018), organizational commitment (Riketta, 2002; Ahmad *et al.*, 2010, Li *et al.*, 2012; Jyoti, 2013), and employee performance, none of them has focused their analysis on public organization, particularly the Nation and Political Unity Agency in the Province of Aceh, Indonesia. Additionally, none of the previous studies have investigated the mediated effects of work motivation and organizational commitment on the influences of compensation on employee performance. Thus, this study intends to fill these gaps by exploring the mediating effects of working motivation and organizational commitment on the relationship between compensation and employee performance, taking the case of Nation and Political Unity Agency in the Province of Aceh, Indonesia.

It is hoped that the findings of this study would be beneficial for the organizational leaders to be used as a reference to improve the performance of their staff on the basis of improvement of working motivation and organizational commitment through a better compensation scheme. It is also hoped that the findings of this study could enrich existing literature on human resource management, especially those related to the influence of compensation on working motivation, organizational commitment, and staff performance.

The next sections of this study are structured as follows. Section 3 provides the research method and data, followed by the discussion of the findings in Section 4. Finally, Section 5 concludes the study.

LITERATURE REVIEW

Employee Performance

Job performance or actual performance refers to work performance or real achievement of an individual or organization. It is the result or output of a process (Nurlaila, 2010). Performance can also be said as a result or output of a particular process carried out by staffs and all components of the organization in the use of resources (inputs). Overall, the organizational performance in a combination of achievements of the individual employee and the results of the whole staff that then constitutes the performance of the organization (Robbins and Judge, 2016).

Since the success of an organization is mainly determined by its human resources, thus organization always strives to promote the performance of its employees in achieving organizational setting goals. The employee should work harder to achieve the highest performance based on standards and criteria set by the organization. It is a combination of behaviour with the achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization (Zhang *et al.*, 2012). Thus, performance is the result of the work of an employee for a certain period compared to various possibilities, for example, standards, targets, and criteria

that have been determined in advance and have been agreed upon. The government of Indonesia has regulated the measurement of its employee in the Government Regulation, No. 46 (2011).

Working Motivation

Motivation is the desire of someone to do something due to encouragement from themselves and from outside the employee. It is an encouraging action by employees to take because they want to do it. Encouragement to meet needs where if these needs are not met, the employee will show disappointing behaviour, and vice versa (Burke, 2007). Humans are motivated to satisfy a number of inherent needs of every human being that tend to be innate. This need consists of five types and is formed in a hierarchy in fulfilment, in the sense that humans basically will first try to meet the needs of the first level, then the needs of the second level and so on, and the fulfilment of all needs that have been fulfilled are no longer motivating elements. The needs include physical needs, security needs, social needs, recognition needs, and self-actualization needs.

Motivation is a psychological characteristic of employee activities to contribute in the form of an employee's level of commitment including the factors that cause, channel and maintain employee behaviour in the direction of a certain determination to achieve the desire. Activities carried out are activities aimed at fulfilling employee desires (Shahzadi *et al.*, 2014), which in turns promote employee's affiliated organizations (Twalib and Kariuki, 2016; and Kiruja and Mukuru, 2018). It is as a driving force for the employee to contribute as much as possible for the success of the organization to achieve its objectives, with the understanding that the achievement of employee desires could be attained by achieving organizational goals indirectly. It is clear that working motivation can provide energy that drives all existing potential, creates high and noble desires, and increases togetherness.

Organizational Commitment

According to Noe *et al.* (2011), organizational commitment is the extent to which an employee identifies an organization and is willing to put forth an effort on its behalf. Employees with high organizational commitment will stretch themselves to help the organization through difficult times. Employees with low organizational commitment tend to leave at the first opportunity for a better job.

Mowday *et al.* (1982) have categorized commitment into attitudes and behavioural commitment, while and Meyer *et al.* (1989) have categorized it into an affective and a continuation commitment. These commitments are developed as a result of a combination of work experience, organizational perceptions, and personal characteristics,

which leads to positive feelings about an organization, which in turn becomes a commitment (Mowday *et al.*, 1982). The guise of exchange theory explains that people with positive attitudes are more likely to offer a commitment in return for future rewards (Angle and Perry, 1983). Previous studies have found that organizational commitment significantly influenced job satisfaction and employee performances (Riketta, 2002; Ahmad *et al.*, 2010, Li *et al.*, 2012; Jyoti, 2013).

Organizational commitment is an important behavioural dimension that can be used to assess the tendency of employees to survive as members of an organization (Sopiah, 2008). Sopiah further stated that indicators of organizational commitment can be divided into 4 behavioural indicators, namely: a) Acceptance of organizational objectives; b) the desire to work hard; c) the desire to survive as part of the organization, and d) the desire to continue to give the best to the organization.

Compensation

Basically, humans work to get money to meet their needs. An employee began to appreciate hard work and increasingly showed his/her loyalty to the company due to compensation received as an exchange for their performance. Compensation is something that is received by employees as a substitute for their service contribution to the company (Rivai and Sagala, 2009). It is the total of all gifts given to employees in return for their services (Noe *et al.*, 2011).

Based on the above definition, it is clear that the overall importance of providing compensation is to attract, retain, and motivate employees. Compensation can be used as a motivator in work as one of the reasons to achieve higher performance. An inappropriate or inadequate, compensation was given to employees would result in a decrease in their performance. According to Njoroge and Kwasira (2015), compensation is a kind of appreciation for employees to perform better in carrying out their official duties and tasks. Compensation both in the monetary form and non-monetary form has been proven to be an incentive for the staff to work harder to realize the organization set goals and targets (Hameed *et al.*, 2014; Risambessy, 2017). Consequently, it has potential beneficial effects to increase worker productivity (Obasan, 2012). Thus, compensation is perceived as one of the most important factors influencing staff working motivation and, in turns, staff performance.

Based on the above discussion, thus the study proposed the following research model to be estimated:

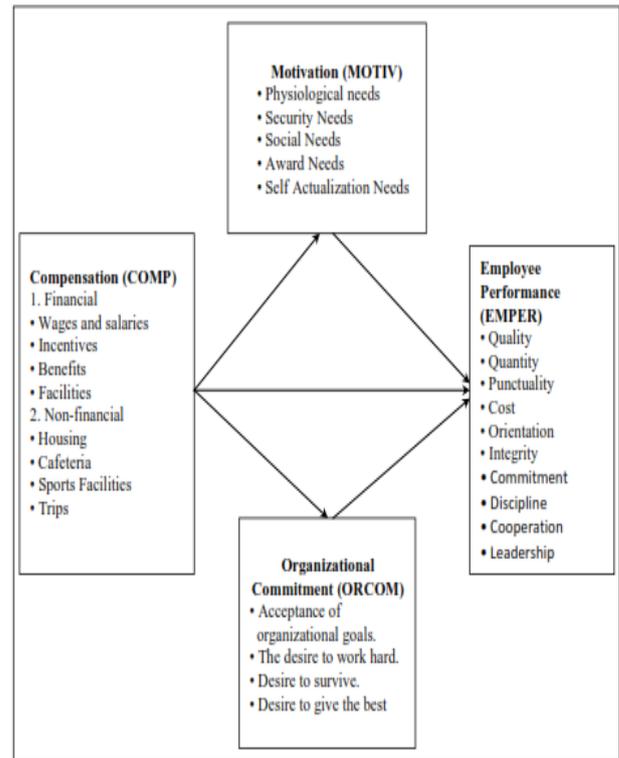


Figure.1 The proposed estimated model

RESEARCH METHODS

This study empirically explores the mediating effect of working motivation and organizational commitment on the influence of compensation on employee performance of the Nation and Political Unity Agency, Aceh Province, Indonesia. All 113 staff of the agency was selected as the sample of the study using the census sampling technique. To gather the data, the questionnaires were distributed to the respondents.

To measure the staff performance, 10-indicator based on the Article 4 of Government Regulation No. 46 of 2011 concerning Civil Servants Job Performance Assessment are used; 5-indicator introduced by Hasibuan (2013) are used to measure working motivation; 4-indicator introduced by Sopiah (2008) are used to measure organizational commitment; and 8-indicator introduced by Noe et al. (2011) are used to measure compensation. In totality, 27 indicators are used to measure 4 investigated variables.

To analyze the data, the SEM is used and analyzed using SmartPartial Least Square (SmartPLS) statistical software. This approach is an appropriate estimated model as it enables to test a series of complex interrelationships (Hair *et al.*, 2012). Referring to Figure 1, thus the estimated SEM equations tested in this study could be formulated as follows:

$$MOTIV = \gamma_{11}COMP + \zeta_1 \tag{1}$$

$$ORCOM = \gamma_{21}COMP + \zeta_2 \tag{2}$$

$$EMPER = \gamma_{31}COMP + \gamma_{32}MOTIV + \gamma_{33}ORCOM + \zeta_3 \tag{3}$$

Where MOTIV is working motivation, COMP is the compensation, ORCOM is the organizational commitment, EMPER is the employee performance, γ_{ii} are the estimated loading factors for each variable and ζ_i are the structured error terms.

Prior to the SEM analysis, the instrument tests comprising validity and reliability would be tested first. In the next step, the goodness of fit indices is conducted to ensure the suitability of the estimated model.

FINDINGS AND DISCUSSION

Characteristics of the Respondents

Table 1 reports the characteristics of respondents. Table 1 shows out 113 employees in the Nation and Political Unity Agency, Aceh Province, Indonesia, 63 (55.75%) of them were male, while the rest 50 (44.25%) were female. In terms of age, the majority of employees were having age above 40 years old (41.59%), while the minority of them were in the age group between 25 - 30 years old (7.08%). The other employees were having age between 30 – 40 years (42.47%).

Table.1 Characteristics of the respondents

	Characteristics	Total	%
Gender:	Male	63	55.75
	Female	50	44.25
	<i>Total</i>	<i>113</i>	<i>100</i>
Age:	< 25 Years	10	8.85
	25 – 30 Years	8	7.08
	30 – 35 Years	23	20.35
	35 – 40 Years	25	22.12
	≥ 40 Years	47	41.59
	<i>Total</i>	<i>113</i>	<i>100</i>
Marital Status:	Married	96	84.96
	Single	15	13.27
	Widow/Widower	2	1.77
	<i>Total</i>	<i>113</i>	<i>100</i>
Educational Level:	Senior High School	9	7.96
	Diploma Degree	6	5.31
	Bachelor Degree	83	73.45
	Master Degree	15	13.27
	<i>Total</i>	<i>113</i>	<i>100</i>
	Year of Services	< 5 Years	19
5 – 10 Years		21	18.58
10 – 15 Years		24	21.24
15 – 20 Years		15	13.27
≥ 20 Years		34	30.09
<i>Total</i>		<i>113</i>	<i>100</i>

When viewed from the consecutive years of service, 16.81% of them have served the office for less than 5 years, 18.58% have served for 5-10 years, 21.24% have served for 10-15 years, 13.27% have served for 15-20 years, and majority of them (30.09%) have served for less more than 20 years. In term of marital status, 84.96% have married, 13.27% were single, and only 1.77% were widow/widower, respectively. Finally, in view of education level, 13.27% of employees having a master degree, 73.45%

with a bachelor degree, 5.31% with a diploma degree, and 7.96% with Junior High School, respectively.

Before the study estimates the proposed SEM equations to explore the interrelationships among variables, the validity and reliability tests were conducted first to ascertain the accuracy and consistency of the indicators in measuring the variables. All 27 indicators used to measure 4-variables were found to valid and reliable, thus these indicators could be used to measure the variables and their relationships as well. In addition, to ensure the appropriateness of the estimated model, the study also conducted the goodness of fit. The study documented that all goodness indices are found to be a better fit, indicating that the overall estimated models were a better fit to provide robust findings.

Direct effects of compensation on organizational commitment, motivation, and staff performance

Table 2 illustrates the estimated findings of direct effects of compensation on organizational commitment, motivation, and staff performance at the Nation and Political Unity Agency, Aceh Province, Indonesia.

Table.2 Direct effects of compensation on organizational commitment, motivation, and staff performance

Direct effect	Estimated path coefficient	t-statistics
Compensation → Organizational commitment	0.529***	7.794
Compensation → Working Motivation	0.703***	16.508
Organizational commitment → Staff performance	0.518***	5.831
Working Motivation → Staff performance	0.288***	2.683
Compensation → Staff performance	0.037	0.301

Note: *** indicates significance at the 1% level.

As observed from Table 2, the study found that, the compensation has significantly and positively affected organizational commitment and working motivation of the employees at the 1% significance level with the estimated coefficients of 0,529 and 0.703, respectively. These indicate that an increase in compensation by 1 unit in the Likert scale has improved the organizational commitment and working motivation, respectively, by 0.529 and 0.703 unit in the Likert scale. These findings showed although compensation is important to improve both organizational commitment and working motivation of the employees, but it has affected more working motivation than the organizational commitment of the employees. These findings are in harmony with many previous studies, such as Abowd, (1990), Riketta

(2002), Tosi *et al.*, (2004), Ahmad *et al.*, (2010), Li *et al.*, (2012), Jyoti (2013), Obasan (2012), Hameed *et al.* (2014), Risambessy (2017), and Kurniawan *et al.*, (2018), who found that compensation is one of the crucial factors influencing working motivation and organizational commitment of employees both in public and private organizations.

However, the study found an insignificant direct influence of compensation on employee performance. This is an interesting finding, which implied that the improvement of employee performance could not directly be done through giving appropriate compensation, but its effect was significance indirectly through the enhancement of working motivation and organizational commitment. This finding further indicated that all efforts to enhance employee performance should be focused on improving working motivation and organizational commitment of the employee performance by providing them appropriate compensation scheme.

Next, the study found that both organizational commitment and working motivation have significant positive direct effects on staff performance at the 1% level of significance. Specifically, as observed from Table 2, an increase in organizational commitment and working motivation by 1 unit in the Likert scale has improved the employee performance by 0.518 and 0.288 units in the Likert scale, respectively. These findings showed, as compared to working motivation, the organizational commitment is found to have a greater influence on staff performance. These findings are in harmony with many previous studies by Ahmad *et al.*, (2010), Li *et al.*, (2012), Jyoti (2013), Obasan (2012), Majid *et al.*, (2016), Twalib and Kariuki (2016), Sativa *et al.*, (2018), Marlina *et al.*, (2018), Fachreza *et al.*, (2018), Kiruja and Mukuru (2018), Amin *et al.*, (2019), and Qadariah *et al.*, (2019), who documented the significant roles of organizational commitment and working motivation on employees performance in the organizations both in developing and developed countries.

Indirect effects of compensation on staff performance through organizational commitment and motivation

As illustrated in Table 3, the study found that both organizational commitment and working motivation have mediated the effect of compensation on staff performance at the 1% level of significance. These findings further confirmed our previous findings that the effect of compensation on employee performance is only effective and significant through the enhancement of organizational commitment and working motivation.

Table.3 Indirect effects of compensation on staff performance through organizational commitment and motivation

Indirect effect	Estimated coefficient	Sobel t-stats.
Compensation → Org. commitment → Emp. performance	0.274***	4.183
Compensation → Motivation → Emp. Performance	0.203***	2.697

Note: *** indicates significance at the 1% level.

Since the compensation was found to be insignificant in affecting employee performance directly, thus the variables of organizational commitment and working motivation are acted as the full mediator. This further indicated that the efforts to improve employee performance should be only focused on enhancing organizational commitment and working motivation on the basis of a suitable compensation scheme. Compensation both in the monetary form and non-monetary form should be given based on staff performance as it perceived as one of the most important factors influencing staff working motivation, organizational commitment and, in turns, the staff performance.

CONCLUSION

This empirically explored the mediating effects of motivation and organizational commitment on the relationship between compensation and performance of the employees at the Nation and Political Unity Agency, Aceh Province, Indonesia. Questionnaires were distributed to all 113 officers of the agency and then analyzed by the structural equation modelling (SEM) analysis using the SmartPartial Least Square (SmartPLS). The study documented significant positive indirect effects of compensation on employee performance through organizational commitment and employee working motivation. The compensation was not found to have a significant direct effect on employee performance, implying the role of variables of organizational commitment and motivation as the full mediator. These findings implied that all effort taken by the agency to promote employee performance should be focused on empowering organizational commitment and working motivation of the employees on the basis of the suitable compensation scheme.

To provide more robust and comprehensive empirical findings on the investigated issue, future studies are suggested to take into consideration more variables into the model of estimation. Both internal and external factors influencing organizational commitment, working motivation and employee performances should be considered in the analysis. In addition, incorporating more public organizations into the analysis would also enrich existing empirical evidence on the effects of compensation on

organizational commitment and working motivation, and consequently on the employee performance.

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