

The Influence Of Compensation On Employee Performance Through Work Motivation

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Abstract

This study aims to empirically examine the effect of compensation on employee performance through work motivation among employees of Delima Asih Sisma Medika Hospital. The proposed hypotheses are: (1) there is a significant positive effect of compensation on employee performance; (2) there is a significant positive effect of compensation on work motivation; (3) there is a significant positive effect of work motivation on employee performance; and (4) compensation affects employee performance through work motivation. The research population consists of employees of Delima Asih Sisma Medika Hospital, with a total sample of 136 respondents selected using simple random sampling. Data collection employed Likert-scale instruments, namely the employee performance scale, the compensation scale, and the work motivation scale. Data were analyzed using SPSS with hypothesis testing conducted through PROCESS. The research results show that: (1) The description of the level of compensation perception of employees at Delima Hospital is Low; (2) The description of the level of employee performance at Delima Hospital is Very Low; (3) The description of the level of work motivation of employees at Delima Hospital is Very Low; (4) There is a significant positive effect of compensation on employee performance; (5) There is a significant positive effect of compensation on work motivation; (6) There is a significant positive effect of work motivation on employee performance; and (7) There is a significant effect of compensation on employee performance through work motivation.

Keywords: *Compensation, Work Motivation, Employee Performance*

INTRODUCTION

The competitive advantage of organizations in the era of global competition is largely determined by the quality of human resources (HR), especially in the healthcare sector, which demands professionalism, competence, and high adaptability. HR is a strategic asset because it is the only resource that possesses knowledge, skills, and the ability to implement science and technology to achieve organizational goals. Therefore, effective HR management becomes a key factor in the sustainability and competitiveness of organizations, including hospitals.

In the context of healthcare services, employee performance quality directly impacts service quality, patient safety, satisfaction, and institutional reputation. Karawang Regency, as a region with a population of approximately 2.57 million people, according to data from (Dinkes Kab. Karawang, 2024) has a health index of 80.95%, still below average, while West Java Province is 82.34%. Although the availability of primary healthcare services is relatively sufficient, the limitation of referral service facilities makes private hospitals play an important role in supporting the regional healthcare system.

Delima Asih Sisma Medika Hospital, as a Class D

Private General Hospital in Karawang Regency, is the subject of this study. Based on the achievement of the 2024 Key Performance Indicators (KPIs), out of seven performance indicators, only two exceeded the set targets, while the remaining five indicators are still below standard. This situation indicates the need for employee performance improvement through more effective human resource management strategies.

The results of the pre-survey on employee performance indicate that performance achievement ranges from 42% to 78%, with the main weaknesses observed in adaptive performance at 42% and contextual performance at 63%. Low performance in the health sector has the potential to cause serious consequences, such as increased medical errors, reduced patient satisfaction, higher operational costs, and a greater risk of burnout and turnover among healthcare personnel.

One of the factors suspected to influence this low performance is compensation. The results of a pre-survey on compensation indicate that the majority of employees are dissatisfied. For the dimension of direct compensation (salary, incentives, bonuses, allowances), the satisfaction level ranges from 35–42%, with the lowest indicators being incentives (only 32.5% of respondents reported being satisfied) and base salary (35%). This suggests that both fixed and variable financial rewards are still considered not reflective of the actual workload and outcomes. Although allowances and severance pay show slightly higher satisfaction levels (42.5% and 40%,

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respectively), The figure still indicates that more than half of the respondents feel unsatisfied with the direct compensation system in place.

Meanwhile, in the dimension of indirect compensation (job promotion, development opportunities, and recognition), the situation is somewhat better but still shows a similar trend. The highest satisfaction was recorded for health insurance (52.5%) and occupational safety (50%), indicating that these basic facilities are relatively adequate and recognized by the majority of employees. Nevertheless, other indicators such as job promotion (30%), learning opportunities (35%), and praise/recognition (37.5%) show that non-financial aspects related to personal development and psychological recognition are still inadequately addressed. Particularly in terms of promotion, only 3 out of 10 respondents feel they have clear career opportunities, indicating the presence of structural barriers in the career development of healthcare workers. This dissatisfaction has the potential to reduce employee work motivation.

Furthermore, the pre-survey on work motivation indicated that all dimensions of motivation were below 51%, with a relatively high level of amotivation. The dimension with the highest achievement was identified regulation at 50.0%, suggesting that some employees feel their work aligns with their personal values and has certain meaningful aspects. This was followed by intrinsic motivation at 46.7%, indicating that there is still some internal drive among employees to enjoy their tasks and provide service to patients.

Nevertheless, several other dimensions indicate significantly lower achievements. The amotivation dimension recorded the lowest achievement at 35.6%, reflecting a group of employees beginning to lose meaning or direction in their work. External regulation (36.7%), instrumental regulation (38.8%), and introjected regulation (38.3%) also show weak levels of motivation, particularly those related to pressure from external factors, personal gain, or a sense of internal responsibility. This low work motivation indicates weak internal and external drives among employees in carrying out their tasks, which aligns with the low performance achievements of the employees. Previous research aligned with the direction of this study was conducted by Pakpahan and Syahreza (2025), with a similar research subject, namely nurses (within the healthcare sector, similar to this study), which found a significant effect of work motivation on employee performance. Another study with similar results was conducted by Novianto and Thamrin (2024).

Several previous studies have consistently examined the relationship between compensation, work motivation, and employee performance across various organizational contexts and analytical methods. In general, the majority of studies indicate that compensation has a positive and significant

impact on employee performance, both directly and indirectly through work motivation as a mediating variable. Previous research that has explored these variables includes (Sumarjo et al., 2025; Armantari et al., 2021; Thapa, 2023; Mulyani & Utari, 2023; Kadir, 2024). These findings reinforce the view that fair and competitive compensation can enhance employees' work drive, thereby leading to improved performance.

Furthermore, various studies have also demonstrated the significant impact of compensation on work motivation, as well as the influence of work motivation on employee performance. Previous research that has explored these variables includes (Mitalo & Wanyama, 2024; Laras et al., 2021; Asriani et al., 2020; Ilham, 2022). This underscores the role of work motivation as an important psychological mechanism linking compensation policies with work behavior and performance achievement.

However, not all research yields consistent findings. Some studies indicate that compensation does not have a significant direct effect on employee performance, and work motivation is not always a significant predictor of performance. Previous research that has explored these variables includes (Ilham et al., 2020; Fendik & Hakim, 2024; Syahyunan & Sugiarto, 2025). Nevertheless, in some of these studies, work motivation has been shown to function as a mediator that bridges the effect of compensation on performance, even though the direct relationship is not significant. These differing results suggest variations in organizational context, respondent characteristics, and the compensation systems implemented.

Based on the theoretical foundation and empirical findings, this study focuses on the effect of compensation on employee performance with work motivation as a mediating variable. Work motivation is positioned as a causal mechanism that bridges the influence of compensation on performance. The differences in previous research findings regarding the mediating role of work motivation indicate a research gap that needs to be further examined, particularly in the context of the healthcare service sector. Therefore, this study aims to provide empirical evidence related to the dynamics of the Effect of Compensation on Employee Performance Through Work Motivation (Study on Employees of Delima Asih Sisma Medika Hospital).

The research focuses on how compensation affects employee performance through work motivation at Delima Asih Sisma Medika Hospital. This study is expected to provide theoretical implications for Human Resource Management, particularly regarding employee performance, compensation, and work motivation among employees in the Indonesian healthcare sector, and can serve as input for the management of Delima Asih Sisma Medika Hospital in designing fair compensation policies and programs to enhance work motivation, thereby optimizing employee performance.

RESEARCH METHODS

According to Sugiyono (2019), quantitative research is used to test theories through the measurement of variables expressed in numbers and analyzed using statistical procedures. Furthermore, according to Sekaran and Bougie (2016), this type of research falls under explanatory research because it aims to explain the cause-and-effect relationships between variables, in this case the effect of compensation on performance, both directly and through work motivation as a mediating variable. This study employs a quantitative approach with a causal research design aimed at explaining the cause-and-effect relationship between compensation and employee performance, both directly and indirectly through work motivation as a mediating variable.

The research subjects were contract employees of Delima Asih Sisma Medika Hospital located in Karawang Regency, with individuals as the unit of analysis. The research population consisted of 205 contract employees, and the sample was determined using Slovin's formula with a 5% margin of error, resulting in 136 respondents. The sampling technique used was simple random sampling, which provides an equal opportunity for each member of the population to be selected as a respondent.

The research data consists of primary and secondary data. Primary data was collected using a structured questionnaire with a five-point Likert scale. Sugiyono (2019: 93) states that the Likert scale is used in quantitative research because it can measure an individual's or group's attitudes, opinions, and perceptions toward social phenomena in a structured and quantitative manner, whereas secondary data is obtained from books, scientific journals, and relevant library sources. The research variables include compensation as the independent variable, employee performance as the dependent variable, and work motivation as the intervening variable.

RESULTS AND DISCUSSION

Results

This study aims to analyze the effect of compensation on employee performance with work motivation as a mediating variable among employees at Delima Asih Sisma Medika Hospital. Based on the results of validity and reliability tests, all research instruments were found to be valid and highly reliable (excellent), making them suitable for hypothesis testing. Classical assumption testing indicated that the data met the assumptions of normality and linearity, and there was no multicollinearity, thus allowing the regression and mediation analysis models to be applied appropriately.

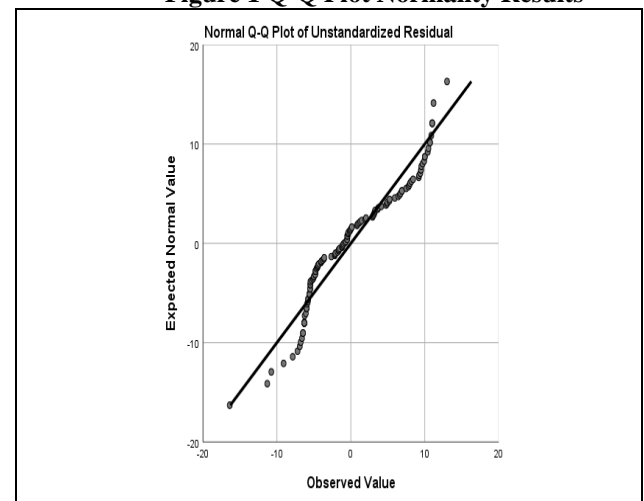
The results of the descriptive analysis indicate that employee performance and work motivation fall into the very low category, with mean scores of 1.57 and 1.34, respectively, while compensation is in the low

category with a mean of 2.23. These findings depict an empirical condition in which employees, the majority of whom are at the operational staff level and in their early productive age, have negative perceptions of the compensation system, weak work motivation, and suboptimal performance achievements. This situation suggests the presence of structural issues in human resource management, particularly concerning the reward and employee development systems.

Normality Test

Based on the SPSS processing results, the Q-Q plot graph of the residual values is as follows:

Figure 1 Q-Q Plot Normality Results



Source: SPSS Data Processing, 2025

The interpretation based on the graph is that the residual data shows a normal distribution, with the spread of points following the diagonal line. Thus, the parametric assumptions are met, and the residual data are normally distributed.

Multicollinearity Test

Based on the SPSS output, the results of the multicollinearity test are as follows:

Table 1 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Compensation	,745	1,343
	Work Motivation	,745	1,343
a. Dependent Variable: Employee Performance			

Source: SPSS Data Processing, 2025

Based on the table presenting the results of the multicollinearity test above, it is known that for both the Compensation and Work Motivation variables, there are no symptoms of multicollinearity, as indicated by a VIF value < 10 and Tolerance > 0.1.

Thus, the parametric requirements are met, and there are no signs of multicollinearity.

Autocorrelation Test

Based on the processed SPSS results, the autocorrelation test results are as follows:

Table 2 Autocorrelation Test Results Model Summary^b

Model	Durbin-Watson
1	1.723

Source: SPSS Data Processing, 2025

Based on the autocorrelation test results table above, the Durbin-Watson value obtained is 1.723. This value falls within the interval of 1.5 to 2.5, so it can be concluded that there is no autocorrelation in the regression model. This indicates that the residuals between observations are independent, making the regression model suitable for further analysis.

Linearity Test

Furthermore, based on the processed SPSS results, the linearity test results are as follows:

Table 3 Linearity Test Results

No	Variable Relationship	P value	Parameter
1	Compensation (X) → Employee Performance (Y)	0,000	Linear
2	Work Motivation (Z)	0,000	Linear

Source: SPSS Data Processing, 2025

Based on the linearity test results table above, it is known that the relationship between the compensation variable and employee performance is linear (p-value = 0.000 < 0.05) and the relationship between the work motivation variable and employee performance is linear (p-value = 0.000 < 0.05). Thus, the parametric assumption is met, meaning that the independent variable data has a linear relationship with the dependent variable data.

Discussion

Based on data processing using SPSS with the PROCESS approach, mediation analysis using the OLS regression approach and 5,000 bootstrap samples shows that the model aligns with the theoretical design (X→M→Y). The details are as follows:

1. The Effect of Compensation on Work Motivation (KO → MK).

Tabel 4 Uji t (Compensation on Work Motivation)

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
1 (Constant)	8,338	2,809		2,969	,004
Compensation	,831	,123	,505	6,778	,000

Source: Primary Data Processed with SPSS, 2025

Compensation has a significant positive effect on Work Motivation (B = 0.8315; SE = 0.1227; t = 6.7781; p < 0.001). This finding indicates that an increase in compensation is followed by an increase in employees' work motivation, meaning that compensation has a significant positive effect on the work motivation of employees at Delima Asih Sisma Medika Hospital. The higher the perceived fairness and adequacy of the compensation felt by employees, the higher their work motivation, and vice versa.

The research findings above confirm the results of several previous studies conducted by Asriani et al. (2020); Ilham et al. (2022); Laras et al. (2021); Mulyani and Utari (2023); Syahyunan & Sugiarto (2025), which indicate that there is a significant influence of work motivation on employee performance. Research at Djoelham Hospital Binjai (Arliza & Mesra, 2023) found that better compensation increases job satisfaction, which in turn has a positive impact on performance, and job satisfaction also significantly mediates this relationship. For Delima Asih Sisma Medika Hospital, this indicates that strategies should not only aim to improve compensation but also focus on strengthening job satisfaction—by providing a supportive work environment, recognition, and career development—so that work motivation can genuinely enhance performance.

Work motivation is the internal and external drive that influences an individual to behave and act in order to achieve organizational goals (Pinder, 2008). Based on Human Capital Theory, adequate compensation provides financial security and recognition of employees' abilities, which in turn motivates them to develop themselves. Meanwhile, according to Social Exchange Theory, fair compensation fosters a sense of attachment to the organization, thereby encouraging reciprocity in the form of increased motivation and dedication.

2. The Effect of Work Motivation on Employee Performance (MK → KK).

Tabel 2 Uji t (Work Motivation on Employee Performance)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	6,328	2,364		2,677	,008
Work Motivation	,303	,070	,349	4,309	,000

Source: Primary Data Processed with SPSS, 2025

Work motivation has been proven to have a positive and significant effect on employee performance ($B = 0.3035$; $SE = 0.0704$; $t = 4.3088$; $p < 0.001$). These results indicate that motivation acts as a key driver that activates employees' competencies and abilities into productive work behavior. The low work motivation observed descriptively is one of the main explanations for the low employee performance, particularly in aspects of work quality, adaptability, and contextual behavior.

The respondents' characteristics, most of whom are in the early productive age and at the staff level, also explain this phenomenon, as at this career stage, motivation is heavily influenced by extrinsic factors such as compensation, promotion opportunities, and recognition. The low motivation reflected in the descriptive results suggests that the resulting performance contribution tends to be minimal. Thus, the respondents' characteristics further reinforce the positive relationship between work motivation and performance, which has been statistically tested in this study.

Social Exchange Theory asserts that motivated employees tend to reciprocate organizational support by voluntarily enhancing their performance. Employee performance is defined as the work outcomes achieved by employees in accordance with the standards set by the organization (Mathis & Jackson, 2008). Research at Djoelham Hospital Binjai (Arliza & Mesra, 2023) found that better compensation increases job satisfaction, which in turn has a positive impact on performance, and job satisfaction also significantly mediates this relationship. For Delima Asih Sisma Medika Hospital, this indicates that strategies should not only aim to improve compensation but also focus on strengthening job satisfaction—by providing a supportive work environment, recognition, and career development—so that work motivation can genuinely enhance performance.

3. The Effect of Compensation on Employee Performance (KO → KK)

Tabel 6 Uji t (Compensation on Employee Performance)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	6,328	2,364		2,677	,008
Compensation	,480	,116	,335	4,140	,000

Source: Primary Data Processed with SPSS, 2025

Compensation has a positive and significant effect on employee performance ($B = 0.4798$; $SE = 0.1159$; $t = 4.1397$; $p < 0.001$; 95% CI [0.2505; 0.7090]). This finding confirms that perceptions of fairness and compensation adequacy play a crucial role in enhancing performance, although descriptively the performance level remains low. Furthermore, compensation has also been shown to have a significant positive effect on work motivation, affirming that compensation is a key external factor in stimulating the work drive of hospital employees.

The results of this study confirm the findings of previous research, including studies by Sumarjo et al. (2025); Mitalo and Wanyama (2024); Laras et al. (2021); Mulyani and Utari (2023); and Armantari et al. (2021). The aforementioned previous studies all share findings consistent with this study, namely the significant positive influence of compensation on employee performance. However, the results of this study differ from the findings of Ilham et al. (2020); Fendik & Hakim (2024); and Syahyunan & Sugiarto (2025). These previous studies found no significant effect of compensation on employee performance.

In theory, compensation refers to all forms of rewards received by employees as a return for their contributions to the organization, whether in direct or indirect forms (facilities, recognition) (Milkovich et al., 2019). Referring to Human Capital Theory (Becker, 1962), compensation is an organizational investment aimed at maintaining and enhancing the quality of human resources, which directly impacts productivity. Compensation has a significant positive effect on the performance of employees at Delima Asih Sisma Medika Hospital. This means that the fairer and more appropriate the compensation system implemented, the better the quality of performance produced, and vice versa. Based on the Social Exchange Theory (Blau, 1964), fair treatment from the organization, including in the form of compensation, encourages employees to reciprocate through optimal performance as a form of return.

4. Indirect Effect of Compensation on Employee Performance Through Work Motivation. (KO → MK → KK).

Tabel 7 Bootstrap (Indirect effect of X on Y)

		Effect	Boot SE	Boot LLCI	Boot ULCI
1	Work Motivation	,831	,123	,505	6,778

Mediation analysis indicates that work motivation significantly mediates the relationship between compensation and employee performance, following a partial mediation pattern. The mediation effect is 0.2523 with BootSE = 0.0691; 95% BootCI [0.1339; 0.4106]. Since the confidence interval does not include zero, the indirect effect is significant. This means that compensation not only has a direct impact on performance but also operates through enhancing work motivation. These findings confirm that motivation is an important psychological mechanism that bridges compensation policies with employee work behavior. In the context of hospitals, where the work is interaction-intensive and high-risk, the role of motivation becomes even more crucial.

The results of this study are consistent with and confirm several findings from previous research, such as those by Syahyunan & Sugiarto (2025); Kadir (2024); Fendik & Hakim (2024). In the public and healthcare sectors, the role of work motivation as a mediator is very important due to the interactive nature of the work and the high level of empathy required. Human Capital Theory explains that financial and non-financial incentives provided can strengthen the psychological drive to deliver the best services. Social Exchange Theory supports this view by asserting that positive reciprocity from employees occurs when they feel appreciated through fair compensation.

The characteristics of the respondents, the majority of whom are staff/operational employees, indicate that they are in positions vulnerable to perceptions of compensation injustice. The descriptive test results, which were equally low for the variables of compensation, work motivation, and performance, show that a mediating relationship indeed occurs: low compensation suppresses motivation, which ultimately reduces performance. However, in the small group of respondents occupying managerial positions (18%), the tendency for better compensation perception and motivation is relatively higher, resulting in higher performance as well. This supports empirical evidence that work motivation strengthens the effect of compensation on performance, in accordance with the partial mediation test results in the study.

The remuneration model at the University of Indonesia Hospital (Trisnowati et al., 2024) suggests that compensation components should be designed

comprehensively, including recognition of competence, workload, job risks, as well as the financial capacity of the hospital, to foster motivation and retain high-performing healthcare personnel. In theoretical terms, this relationship illustrates a domino effect: perceived unfair compensation decreases work motivation, which then leads to a decline in performance quality, ultimately resulting in organizational consequences such as low patient satisfaction and increased turnover intentions. Conversely, when compensation is perceived as fair and adequate, motivation rises, promoting productive work behavior and yielding higher performance. This chain effect reinforces research findings that motivation acts as a partial mediator connecting compensation and employee performance at Delima Asih Sisma Medika Hospital.

Thus, this study provides empirical evidence that compensation and work motivation are important determinants of employee performance, and underscores the strategic role of work motivation as a mediator in the healthcare sector. The tested relationship model is considered relevant and applicable as a basis for formulating hospital human resource management policies to enhance performance and service quality. Consequently, each increase in compensation also acts as a stimulus for sustained motivation. This approach prevents the negative domino effect (low compensation → low motivation → low performance) and can realistically be implemented through reward-based policies proportional to employee contributions.

Research Limitations

This study is not perfect; there are many limitations that constitute weaknesses in the research. This research was conducted quantitatively, so the explanation of the conditions did not receive adequate feedback. The limitations of this study also lie in the time of data collection, which prevented the use of mixed methods or time series research. The data collected only represents a single event.

CONCLUSIONS AND RECOMMENDATION

Conclusions

This research has successfully answered and empirically proven that the level of employee compensation at Delima Asih Sisma Medika Hospital is at a Low level; the level of employee performance at Delima Asih Sisma Medika Hospital is at a Very Low level; and the level of work motivation of employees at Delima Asih Sisma Medika Hospital is at a Very Low level.

There is a positive and significant effect of compensation on employee performance at Delima Asih Sisma Medika Hospital. Correspondingly, there is a positive and significant effect of compensation on the work motivation of employees at Delima Asih Sisma Medika Hospital. Furthermore, there is a positive and significant effect of work motivation on

the performance of employees at Delima Asih Sisma Medika Hospital. Additionally, there is a significant effect of compensation on employee performance through work motivation among employees at Delima Asih Sisma Medika Hospital.

Recommendation

Considering that this study is quantitative in nature and therefore has not explored employees' perceptions in depth, it is recommended that future research employ a mixed-method approach to obtain both quantitative and qualitative data. This could provide a more comprehensive understanding of the reasons behind low perceptions of compensation, work motivation, and performance. Furthermore, since this study only reflects conditions at a single point in time, subsequent studies could use a time series approach to monitor changes in perceptions and performance after compensation policies or motivation programs are implemented. Future research could also include variables such as leadership, organizational culture, or job satisfaction to examine their relative contribution to employee performance, particularly in the healthcare sector. Lastly, it is suggested that future studies involve other hospitals or different healthcare units to enhance the generalizability of the research findings.

In addition to recommendations for future research, the researcher advises the management of Delima Asih Sisma Medika Hospital to focus on components with the lowest scores, such as severance pay and allowances (averaging below other indicators). Adjusting the nominal amounts and payment policies can enhance perceptions of compensation fairness, which has been shown to significantly affect performance and work motivation. Management can also develop recognition award programs, clarify career pathways, and ensure job stability. This is important because work motivation has been proven to be a significant mediator in improving performance. Furthermore, enhancing accuracy, adherence to SOPs, and teamwork can be achieved through technical training, targeted supervision, and team-building programs. Finally, measurements should be repeated every 6–12 months to monitor changes in perceptions of compensation, work motivation, and performance, while also evaluating the effectiveness of the interventions implemented.

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