



Influence of motivation on employee performance with compensation as a moderating variable at PT Putikayo International using the Structural Equation Modeling (SEM) method

Marendra I Gede², I Made Aryata¹

^{1,2}Program Studi Manajemen, Pamulang University, Tangerang, Indonesia

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ABSTRACT

PT Putikayo International is a cosmetics manufacturer that has been established since December 13 2010 where employee performance is only 89.85%. Therefore, it is necessary to carry out an analysis to determine the factors that influence employee performance. The aim of the research conducted was to find out whether compensation strengthens the influence of motivation on the performance of PT Putikayo Internasional employees. The research method used was Structural Equation Modeling (SEM) by looking at the resulting p-value. The results of the research carried out show that: 1) Compensation has no effect on employee performance with a p-value of 0.232; 2) Motivation influences employee performance with a p-value of 0.000 and 3) Compensation strengthens the influence of motivation on employee performance at PT Putikayo Internasional with a p value of 0.002. From the results of this research it can be concluded that providing compensation will strengthen employee motivation at work so that employee performance will increase.

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Corresponding Author:

I Gede Marendra,
Program Studi Manajemen,
Pamulang University,
Jl. Surya Kencana No.1, Pamulang, Tangerang Selatan, Banten 15417
Email: dosen01211@unpam.ac.idc

1. INTRODUCTION

PT Putikayo International was founded on December 13 2010 by Mrs. Haslinda. SE and Ernest Sultra Latana. At the beginning of its establishment, the company produced facial cosmetic cream which was marketed conventionally to beauty clinics. At the beginning of 2019, the company was acquired by a new shareholder, namely Mr. Toni Firmansyah who is the owner of PT.SR12 Herbal Perkasa. Since being acquired by new shareholders, the company has started to actively operate again and has managed to record quite good sales originating from 1 (one) customer, namely PT. SR12 Mighty Herbal(jhon fernos, 2023).

The Cosmetics Industry is a mainstay industry which is one of the three National Priority industries as stated in the National Industrial Development Master Plan (RIPIN) 2015-2035. (Ummah, 2017)Quoted from the international market and consumer data portal Statista, the Indonesian Cosmetics Industry market is predicted to grow by 5.91% per year, including skincare and personal care products. As reported by BPOM, there has been an increase in the number of business actors from 819 in 2021 to 913 in 2022, this

is equivalent to growth of 20.6% in 2022. The growth of skincare manufacturers in Indonesia shows that the skincare industry has quite good business potential, making business competition increasingly tough. Therefore, it is important for manufacturers to provide quality products and services to customers (Pratiwi et al., 2023).

Human Resources (HR) or employees have an important role for the Company in winning current business competition. Companies that are able to manage human resources well will provide the best employee performance so that the company is able to provide the best products and services to customers (Mangkunegara, 2015).

Performance is the result of work and the process of how the work takes place. Performance is the work results obtained by employees, both quantitative and qualitative, in accordance with the employee's duties and responsibilities. (Haryadi et al., 2020) Based on the company's production data from January to March 2023, it was found that employee performance was still not optimal, this can be seen from employee achievement which was only 89.85% with an average production of 219,176 (Aryata et al., 2023).

One of the factors that influences employee performance includes compensation and motivation. (Ayu et al., 2020) Compensation is one of the factors that influences employee performance. Compensation can be defined as any form of reward given to employees as remuneration for the contributions they make to the organization. Motivation is encouragement or directing. Motivation is shown to human resources in general and subordinates in particular. Motivation questions how to direct the potential of subordinates, so that they are willing to work together productively, successfully achieving and realizing predetermined goals. Based on the results of research conducted at PT Kaisan Sentul-Bogor, it was concluded that motivation and compensation have a positive and significant effect on employee performance (Hasibuan; Malayu, 2017).

Based on the problems above, research needs to be carried out to determine the influence of motivation and compensation on employee performance, so the research title taken is "The Influence of Motivation on Employee Performance with Compensation as a Moderating Variable at PT Putikayo International Using the Structural Equation Modeling (SEM) Method".

2. RESEARCH METHOD

2.1 Type of Research

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

2.2 Research Variables

a. Independent Variable

The independent variable in this research is motivation. According to Mangkunegara, motivation is formed from the employee's attitude in facing work situations. (Marendra et al., 2023) Motivation is the condition or energy that moves employees to achieve organizational or company goals. The importance of motivation because it causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically achieve optimal results, Maheswari, and Lutvy (Gunawan et al., 2020). According to Widodo, motivation is a force that causes someone to produce something according to what he says, not just promises and desires.

b. Dependent Variable

The dependent variable in this research is employee performance. According to Wibowo, performance is about doing work and the results achieved from that work (Anton Hiondardjo & Ririn Adi Utami, 2019). According to Nursam, performance is the level of achievement of results for carrying out certain tasks.

c. Moderating Variable

The moderating variable in this research is compensation. According to Suparyadi, compensation is the total compensation received by employees as appreciation for the contributions made to the organization, both financial and non-financials. (Marseilla, 2022) According to Leonardo & Andreani, compensation is everything an employee receives as remuneration for their contribution to the company or organization.

2.3 Previous Research

Some of the results of previous research that have been carried out regarding the variables of Motivation, Compensation and Performance include:

- Based on the results of research conducted at PT Kereta Api Indonesia, it shows that simultaneously motivation and compensation have a positive and significant effect on the performance of PT employees. Indonesian Railways Rantau Prapat branch (Rozali & Kusnadi, 2020).
- Based on the results of research conducted at the Prof. Infectious Disease Hospital. Dr. Sulianti Saroso Jakarta shows that work motivation and compensation have a positive and significant influence on the performance of honorary employees (Astarina, 2018).
- Based on the results of research conducted at PT Indoraya Internasional, it shows that compensation and work motivation together influence employee performance (Saputro & Darda, 2020).
- Based on the results of research conducted at PT Benwin Indonesia, it shows that Motivation, Work Discipline and Compensation simultaneously have a positive and significant effect on employee performance (Yuningsih et al., 2020).
- Based on the results of research conducted at PT Soci Mas Medan, it shows that compensation, work motivation and culture influence employee performance (Zebua et al., 2021).

2.4 Research Framework

The framework of thinking in this research can be seen in the picture below where the Compensation variable has 5 indicators, the Motivation variable has 5 indicators and the performance variable has 5 indicators (Soedarso, 2016).

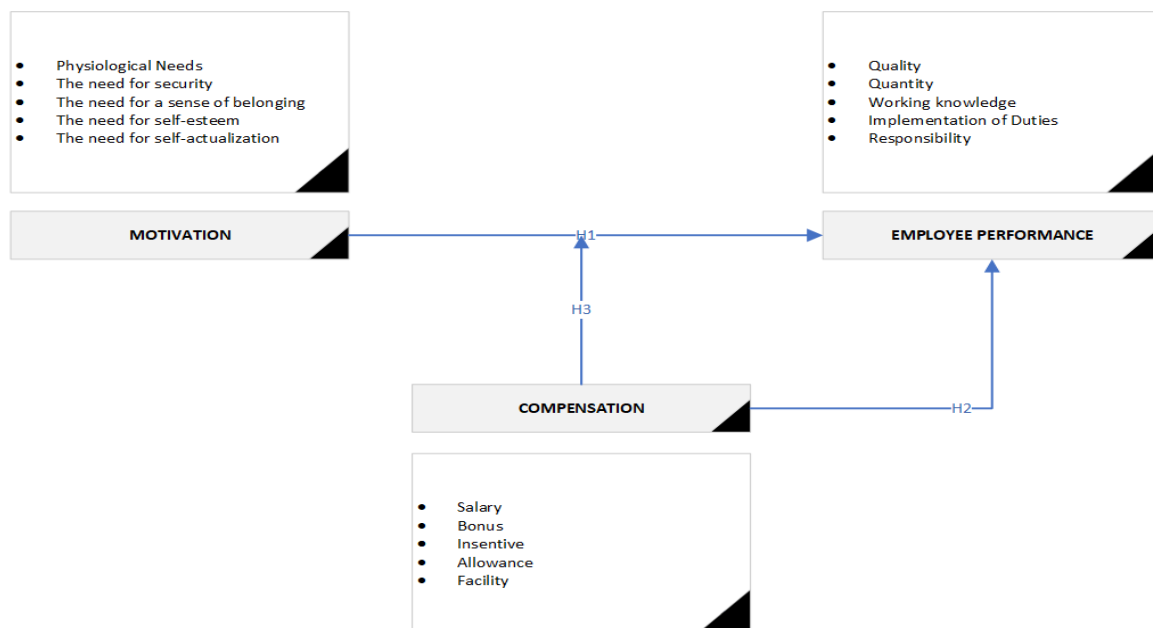


Figure 1. Research Framework

2.5 Hypothesis Development

A hypothesis is a temporary answer to a research problem formulation and is based on empirical facts obtained through data collection (Sedarmayanti, 2017). The hypotheses put forward in this research include:

- Ho1 : There is no significant influence between Motivation on PT Putikayo International Employee Performance
- Ha1 : There is a significant influence between Motivation on PT Putikayo International Employee Performance
- Ho2 : There is no significant influence between Compensation on the Performance of PT Putikayo International Employees
- Ha2 : There is a significant influence between Compensation on the Performance of PT Putikayo International Employees
- Ho3 : There is no significant influence between Motivation on Employee Performance and Compensation as a Moderating Variable at PT Putikayo International
- Ha3 : There is no significant influence between Motivation on Employee Performance and Compensation as a Moderating Variable at PT Putikayo International

2.6 Population and Sample

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 (Trisna & Guridno, 2021). Number of employees at PT. Putikayo International, Gunung Sindur, Bogor currently has around 50 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. Based on the population size and sampling technique used, the number of samples in this study was 50 employees of PT. Putikayo International.

2.7 Data Collection Techniques

a. Primary data

A questionnaire is an efficient data collection technique if the researcher knows with whom the variables will be measured and what is expected from the respondent (Sherlie & Hikmah, 2020). The questionnaire was made in the form of a statement with answers referring to a Likert scale: Strongly Disagree (Weight 1); Disagree (Weight 2), Disagree (Weight 3); Agree (Weight 4) and Strongly Agree (Weight 5)

b. Secondary Data

Secondary data used is data sourced from library studies and data originating from companies such as employee performance, absenteeism and other data that supports research (Salim & Ernanda, 2023).

2.8 Data Analysis Techniques

Data analysis is an activity carried out after data from all respondents or other data sources has been collected. 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. (Ghozali, 2008) Structural Equation Modeling (SEM) is a combination of two analysis methods, namely factor analysis and path analysis into one comprehensive statistical method. Several stages carried out in the Structural Equation Modeling (SEM) method include:

- 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.
- The reliability test can be seen if the Construct Reliability (CR) value is ≥ 0.70 and the variance extracted value is ≥ 0.50 .
- 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 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.

- d. Hypothesis testing is done by looking at the significant level of relationship between variables by looking at the P-value <0.05
- e. Goodness of Fit is used to test the model used in the study. According to 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. The criteria for Goodness of Fit are as shown in the table below(Ghozali, 2008).

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

3. RESULTS AND DISCUSSIONS

3.1 Initial Model

There are 5 Motivation indicators, 5 Compensation indicators and 5 Employee Performance indicators as seen in Figure 1 below.

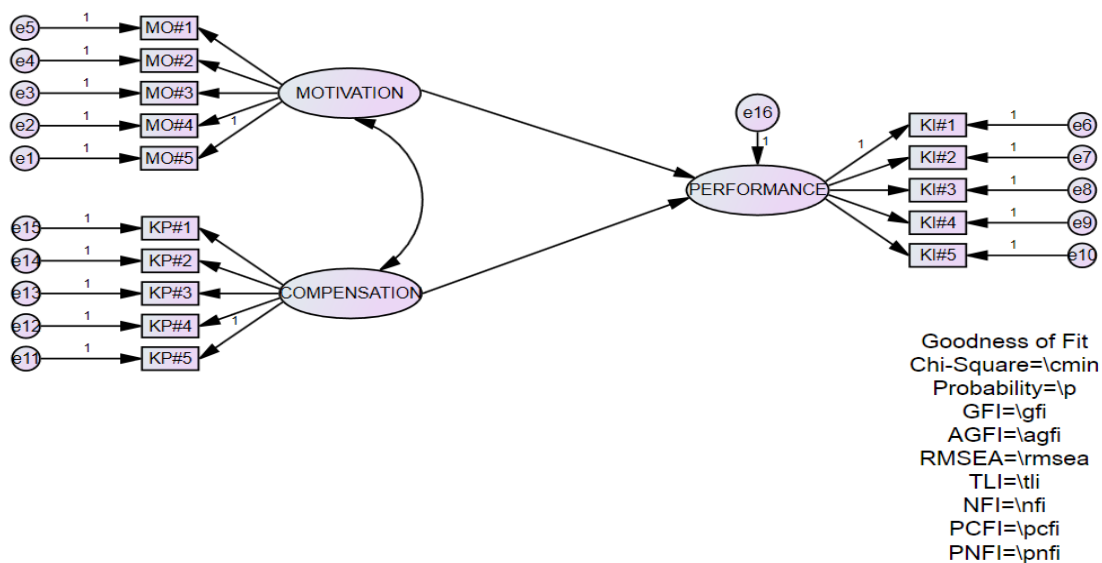


Figure 2. Initial Research Model

3.2 Normality Test

Based on the results of the normality test carried out using SEM AMOS, a Multivariate value of 7.359 was obtained, where this value is higher than the required normality test value of ≤ 2.58 , so it is necessary to carry out an estimation method using the "Bootstrapping" procedure to test whether the model can be tested further.

Table 2. Normality Test

Variable	min	max	skew	c.r.	kurtosis	c.r.
KP#1	2	10	-1,808	-5,22	3,008	4,342
KP#2	2	10	-1,603	-4,626	2,528	3,648
KP#3	2	9	-2,499	-7,213	5,765	8,321
KP#4	2	10	-1,813	-5,233	3,277	4,731
KP#5	2	10	-1,714	-4,948	3,094	4,466
KI#5	2	10	-1,567	-4,522	2,371	3,422
KI#4	2	10	-1,64	-4,733	2,659	3,837
KI#3	2	10	-1,657	-4,783	2,795	4,034
KI#2	3	10	-0,853	-2,462	0,692	0,999
KI#1	2	10	-1,658	-4,786	2,702	3,901
MO#1	2	10	-0,352	-1,017	-1,138	-1,642
MO#2	2	10	-0,993	-2,866	0,975	1,407
MO#3	2	9	-1,165	-3,362	0,517	0,747
MO#4	2	10	-1,463	-4,224	1,81	2,613
MO#5	4	10	-0,258	-0,745	-0,91	-1,313
Multivariate					47,007	7,359

Based on the test results using the Bootstrapping method, a p value of 0.367 was obtained, where this value was higher than (0.05) so that the model could be tested at the next stage.

Bollen-Stine Bootstrap (Default model)

The model fit better in 317 bootstrap samples.

It fit about equally well in 0 bootstrap samples.

It fit worse or failed to fit in 183 bootstrap samples.

Testing the null hypothesis that the model is correct, Bollen-Stine bootstrap p = ,367

Figure 3. Bootstrapping Method Testing

3.3 Validity Test

At this stage a validity test will be carried out where the test is carried out to find out 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 is one indicator that is declared INVALID with an estimated value of 0.498 which is smaller than the required value of 0.5 so this indicator needs to be removed from the model created for further validity testing.

Table 3. Phase 1 Validity Testing

			Estimate
MO#5	<---	MOTIVATION	0,498
MO#4	<---	MOTIVATION	0,93
MO#3	<---	MOTIVATION	0,807
MO#2	<---	MOTIVATION	0,842
MO#1	<---	MOTIVATION	0,636
KI#1	<---	PERFORMANCE	0,968
KI#2	<---	PERFORMANCE	0,613
KI#3	<---	PERFORMANCE	0,988
KI#4	<---	PERFORMANCE	0,975
KI#5	<---	PERFORMANCE	0,968

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KP#5	<---	COMPENSATION	0,948
KP#4	<---	COMPENSATION	0,861
KP#3	<---	COMPENSATION	0,916
KP#2	<---	COMPENSATION	0,903
KP#1	<---	COMPENSATION	0,845

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

Table 4. Phase 2 Validity Testing

			Estimate
KI#1	<---	PERFORMANCE	0,969
KI#2	<---	PERFORMANCE	0,613
KI#3	<---	PERFORMANCE	0,987
KI#4	<---	PERFORMANCE	0,975
KI#5	<---	PERFORMANCE	0,968
KP#5	<---	COMPENSATION	0,948
KP#4	<---	COMPENSATION	0,861
KP#3	<---	COMPENSATION	0,916
KP#2	<---	COMPENSATION	0,903
KP#1	<---	COMPENSATION	0,845
MO#4	<---	MOTIVATION	0,93
MO#3	<---	MOTIVATION	0,804
MO#2	<---	MOTIVATION	0,848
MO#1	<---	MOTIVATION	0,625

3.4 Reliability Test

In the next stage, a reliability test will be carried out 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 in the Job Satisfaction and Motivation variables are declared Reliable because they have a CR value >0.70 and an AVE value >0.50 .

Table 5. Reliability Test

Component	Motivation	Compensation	Performance
CR	0,8818	0,9528	0,9611
AVE	0,6552	0,8017	0,8353

3.5 Test Moderation

At this stage, interaction testing will be carried out by looking at the influence of compensation as a moderating variable in strengthening or weakening the relationship between the independent and dependent variables, which in this case is motivation on employee performance. Below is the SEM model where compensation acts as a moderating variable

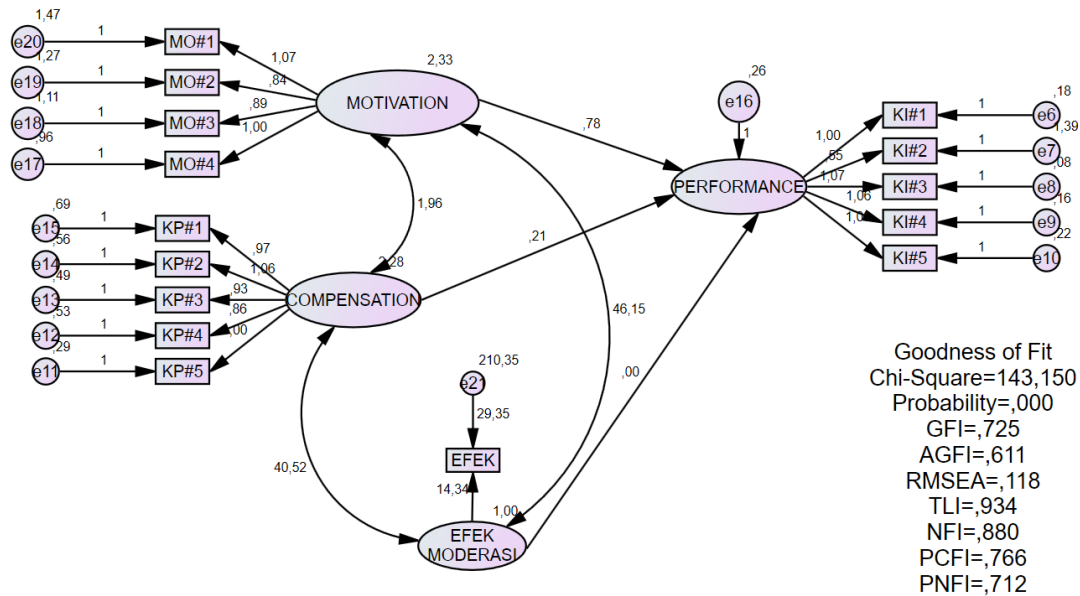


Figure 4. Moderating Effects

3.6 Hypothesis Testing

Based on the results of tests carried out using AMOS software, it was found that compensation has no influence on employee performance, this can be seen from the p-value of 0.232, so Ho1 is accepted, while motivation has an effect on employee performance, this can be seen from the p-value of 0.000, so Ho2 is rejected. However, compensation also strengthens the influence of motivation on employee performance, this can be seen from the p-value of 0.002 so that Ho3 is accepted.

Table 6. Hypothesis Testing

			Estimate	S.E.	C.R.	P
PERFORMANCE	<---	COMPENSATION	0,206	0,173	1,194	0,232
PERFORMANCE	<---	MOTIVATION	0,775	0,175	4,429	***
PERFORMANCE	<---	EFEK_MODERASI	0,004	0,001	3,156	0,002

3.7 Conformity Test or 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 7. Goodness of Fit Model Awal

Criteria	Test Value	Information
Chi-Square	143,150	FIT
Probability	0,000	NOT FIT
GFI	0,725	NOT FIT
AGFI	0,611	NOT FIT
RMSEA	0,118	FIT
TLI	0,934	FIT
NFI	0,880	FIT
PCFI	0,766	FIT
PNFI	0,712	FIT

Based on the table above, it is known that there are several criteria that are not FIT, including: a probability value that is smaller than the α value of 0.000; the GFI value is 0.725, which is smaller than 0.9; The AGFI value is 0.611, which is smaller than 0.9.

3.8 Model Modification

Modifications to the model are carried out to obtain suitability between the sample data used and the expected data. The image below is a model modification made to obtain suitability or Goodness of Fit.

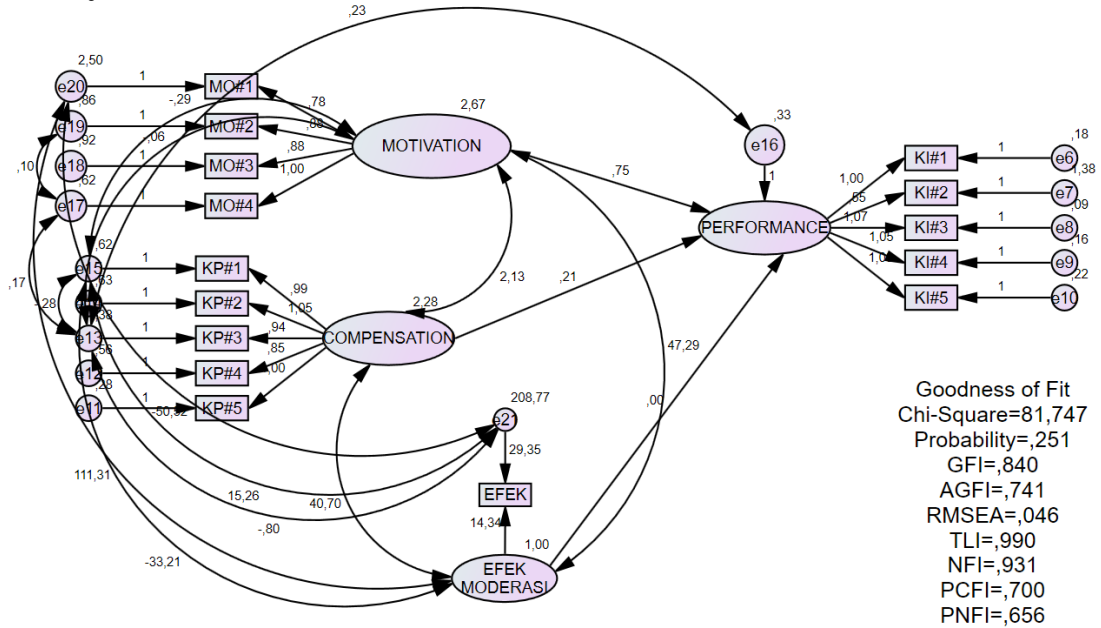


Figure 5. Model Modification

From the model modifications carried out, it was found that overall almost all parameters were declared FIT as seen in the table below.

Table 8. Goodness of Fit Modifikasi Model

Criteria	Test Value	Information
Chi-Square	81,747	FIT
Probability	0,251	FIT
GFI	0,840	FIT
AGFI	0,741	MODERATE FIT
RMSEA	0,046	FIT
TLI	0,990	FIT
NFI	0,931	FIT
PCFI	0,700	FIT
PNFI	0,656	FIT

From the results of the data analysis carried out, it is known that the indicators used are declared valid and the variables used are declared reliable so that the model created can be continued to the next stage of moderation testing to see the influence of the compensation on motivation in strengthening employee performance (Maizar & Indra Nara Persada, 2023). From the results of the hypothesis, it is known that the compensation strengthens the influence of motivation on employee performance. And from the model modification (goodness of fit) carried out, it was found that the conformity between the sample data used and the expected data with the test results met the goodness of fit criteria.

4. CONCLUSION

Based on the research results, it is known that the Compensation as a moderating variable will strengthen the influence of Motivation on employee performance with a p-value of 0.002.

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