

How to Cite

Rosyidah, I., Perizade, B., & Zunaidah, Z. (2023). The influence of financial compensation and job satisfaction on employee performance with work motivation as a variable intervening: Voluntary labor study in the general section of the Regional Secretariat Ogan Ilir Regency. *International Journal of Business, Economics & Management*, 6(4), 276-288.
<https://doi.org/10.21744/ijbem.v6n4.2204>

The Influence of Financial Compensation and Job Satisfaction on Employee Performance with Work Motivation as a Variable Intervening (Voluntary Labor Study in the General Section of the Regional Secretariat Ogan Ilir Regency)

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Abstract---*This research aims to examine the effect of financial compensation and job satisfaction on employee performance with work motivation as an intervening variable in the Voluntary Workforce (TKS) of the General Section of the Regional Secretariat of Ogan Ilir Regency. The population in this study were all TKS in the General Section of the Regional Secretariat of Ogan Ilir Regency, totalling 64 people and sampling used a census. The analysis technique in this research uses Structural Equation Modeling (SEM) using SmartPLS software. The results of the research show that financial compensation and job satisfaction have a positive and significant effect on employee performance, financial compensation and job satisfaction have a positive and significant effect on work motivation, work motivation has a positive and significant effect on employee performance, work motivation can mediate the relationship between financial compensation and job satisfaction on employee performance. This research implies that companies need to take concrete steps in providing financial compensation so that it is effective and efficient, provides job satisfaction and high work motivation to all employees and improves employee performance, namely TKS General Section of the Regional Secretariat of Ogan Ilir Regency.*

Keywords---*employee performance, financial compensation, job satisfaction, work motivation.*

Introduction

An organization is a group consisting of people with formally defined roles where they work together to achieve organizational goals. Every organization or company, whether private or government institutions, is founded to achieve organizational goals. Success in achieving organizational goals depends on the utilization of existing resources, especially human resources. Therefore, companies need to pay attention to proper management and management of existing human resources so that they can be utilized optimally (Dessler, 2020). According to Robbins & Coulter (2018), Human Resources (HR) is one part of the existing management function which focuses on the process of obtaining training, motivating, and retaining competent employees. Human Resource Management (HRM) are the policies, practices, and systems that influence employee behavior, attitudes, and performance. A

company that manages its HRM more effectively, its employees and customers will tend to be more satisfied, and the company will tend to be more innovative, have greater productivity, and develop a better reputation in society. If HRM is managed well it will also produce good performance in an organization (Raymond et al., 2016).

According to Dessler (2020), performance is work performance, namely the comparison between the work results achieved by a person and the work standards set by the company. The work results (output) both in quality and quantity achieved by HR over some time in carrying out their work duties are following the responsibilities given to them. Performance is the final result provided by an individual or employee in achieving the goals of an organization, whether the performance is good or bad (Robbins & Coulter, 2018).

One important factor in efforts to improve employee performance is providing compensation because compensation is an important component of the relationship with employees (Sinaga & Hidayat, 2020). According to Dessler (2020), compensation is all forms of payment or rewards given to employees for the work they have done, whereas according to Aliyya et al. (2022), compensation is a form of remuneration that has been determined and known in advance by workers or employees for the work they have done and determined by the company based on fair and reasonable principles.

Compensation given to employees can be in the form of financial compensation or non-financial compensation. Financial compensation takes the form of wages, salaries, incentives, commissions and bonuses, while non-financial compensation consists of financial benefits such as insurance and holidays paid by the employer. Compensation also reflects rewards for an employee's services to the company. The size of compensation describes the level of employee contribution to the company and describes the size of the task or work responsibilities carried out by the employee (Dessler, 2020).

Apart from providing compensation, job satisfaction is also something that needs to be considered in improving employee performance (Mullins & McLean, 2019). Job satisfaction is defined as an individual's general attitude towards his job. A person with a high attitude of satisfaction will show a positive attitude towards work, whereas someone who is dissatisfied with their job will show a negative attitude towards their work (Robbins & Coulter, 2018).

Furthermore, Sutrisno et al. (2010), defines job satisfaction as an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received for work results, as well as matters relating to physical and psychological factors regarding the employee's work. The higher the level of job satisfaction a person gets at work, the greater the performance that person will produce.

Apart from providing compensation and job satisfaction, improving employee performance can also be done by providing work motivation to employees (Güngör, 2011; Eliyana & Ma'arif, 2019; Karatepe, 2013). According to Robbins & Coulter (2018), motivation is a process that refers to a person's efforts where the person is energized, directed and sustainable towards achieving a goal. In general, motivation can be interpreted as direction and persistence in action. Motivation relates to why people choose certain actions over others, and why they continue with the chosen actions and often over long periods (Mullins & McLean, 2019).

Different from compensation and job satisfaction, work motivation is a driving force for employees to be active and serious in carrying out their duties (Raziq & Maulabakhsh, 2015; Rutherford et al., 2009). Providing motivation is the right foundation that can create a sense of discipline towards work. Work motivation provided by the company is one way to influence subordinates to improve the quality of their work so that goals are achieved and the performance of human resources in an organization increases (Mullins & McLean, 2019).

The General Section of the Regional Secretariat of Ogan Ilir Regency is one of the units in the Regional Secretariat of Ogan Ilir Regency in the field of equipment, infrastructure and other needs needed for general and household affairs within the scope of Ogan Ilir Regency. The General Section of the Regional Secretariat of Ogan Ilir Regency has an important role in continuing to strive to improve the quality and quality of its human resources, in this case, the performance of its employees (Administration of the General Section of the Regional Secretariat of Ogan Ilir Regency).

Based on research conducted during a preliminary study in January 2023 in the General Section of the Regional Secretariat of Ogan Ilir Regency, several problematic phenomena were found related to the financial compensation received by TKS in the General Section of the Regional Secretariat of Ogan Ilir Regency, namely that TKS often complained about the small amount of salary they received compared to the responsibilities, workload and working hours they provide. Based on this phenomenon, researchers are interested in examining the influence of financial compensation and job satisfaction on employee performance with need motivation as an intervening variable for studies on volunteer workers (TKS) in the General Section of the Ogan Ilir Regency Secretariat.

Method

Based on the background above, the author limits the problem in this research to that, according to the title of the research, this research only relates to the influence of financial compensation and job satisfaction on employee performance with work motivation as an intervening variable in the General Section of the Regional Secretariat of Ogan Ilir Regency. In this research, the author uses a quantitative approach. The hypothesis that has been formulated will be tested to determine the influence of the variables in this research. This research examines financial compensation and job satisfaction on employee performance with work motivation as an intervening variable in the General Section of the Regional Secretariat of Ogan Ilir Regency. The sampling technique in this research was a saturated/census sampling technique and data collection using a questionnaire.

This research design was determined by the variables used in the research, namely financial compensation, job satisfaction, work motivation and employee performance (Dwivedula & Bredillet, 2010; Arshadi, 2010; Stoeber et al., 2013). The data source used in this research is primary data. Primary data collection in this research was through distributing questionnaires to all Voluntary Workers (TKS) in the General Section of the Regional Secretary of Ogan Ilir Regency. The data analysis method in this research uses the Structural Equation Model (SEM) in modelling and hypothesis testing. SEM is a collection of statistical techniques that can test a relatively complex series of relationships simultaneously (Ferdinand, 2014). By using SEM, not only the quality relationships (direct and indirect) on the observed variables or constructs can be detected, but the magnitude of the components that contribute to the formation of the construct itself can be determined.

Descriptive statistics is a method that functions to describe or provide an overview of the object under study through data or samples that have been collected as they are without carrying out analysis and making conclusions that apply to the general public. In other words, descriptive analysis takes problems or focuses attention on the problems as they exist when the research is carried out and the research results are then processed and analyzed to conclude (Haesevoets et al., 2013; Kane, 2002). Quantitative data obtained through questionnaires distributed to respondents were analyzed using Structural Equation Modeling (SEM) analysis using partial least squares (PLS) software.

Data collection techniques used observation techniques (to find out direct interpersonal communication between the village head and the community and the effectiveness of the SIPUT application that has been implemented) and interview techniques (conducted at the Lok Tuan Village Head and several employees in the Lok Tuan Village). Data analysis using Miles and Huberman.

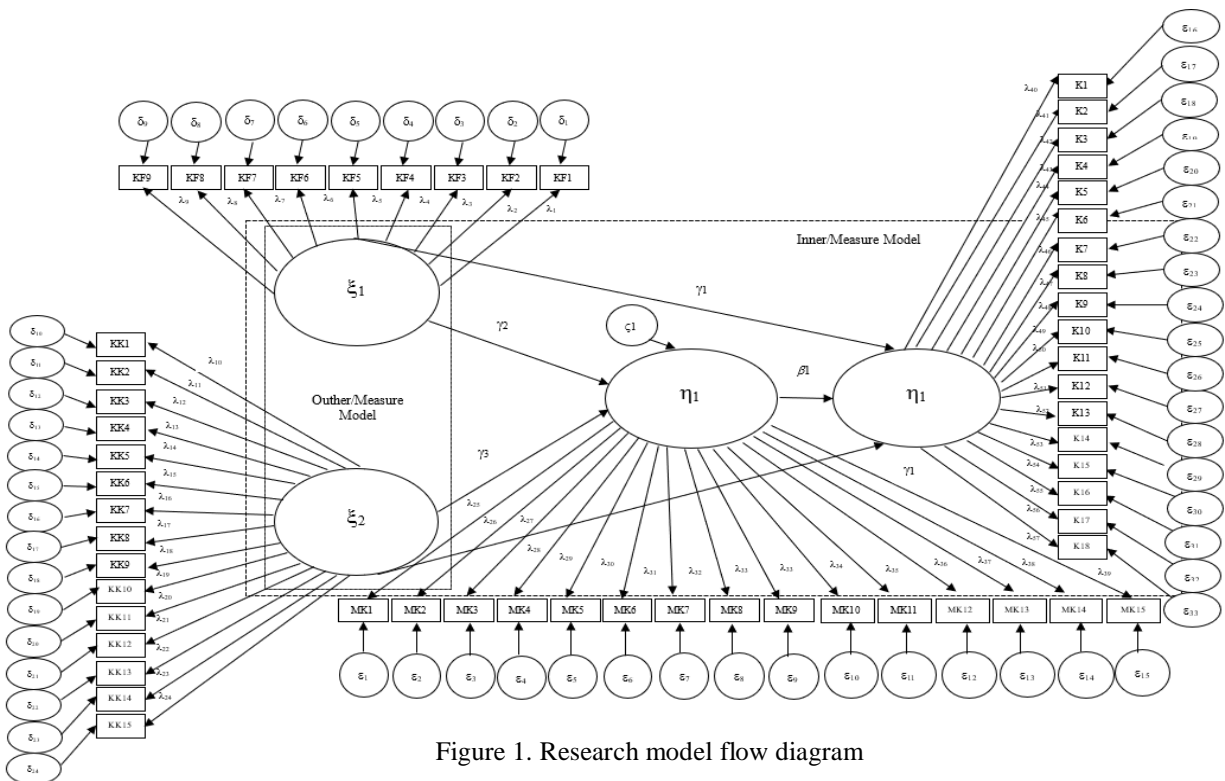


Figure 1. Research model flow diagram

Information:

- ξ = Ksi, Exogenous latent variable
- ξ_1 = Financial Compensation
- ξ_2 = Job Satisfaction
- η = Eta, Endogenous latent variable
- η_1 = Motivation
- η_2 = Employee Performance
- λ = Lambda (small). Exogenous latent variable factor loading
- β = Beta (small), coefficient of influence of exogenous variables on endogenous variables
- γ = Gamma (small), coefficient of influence of exogenous variables on endogenous
- ζ = Zeta (small), model error
- δ = Delta (small), measurement error on the manifest variable for exogenous latent variables
- ε = Epsilon (small), measurement error on the manifest variable for endogenous latent variables

Results and Discussion

Data analysis with SEM-PLS

The data analysis technique in this research uses the Structural Equation Model- Partial Least Square (SEM-PLS), using the Smart PLS-4 application in modelling and hypothesis testing. In the stages of data analysis using PLS-SEM, two models are used, namely the Measurement Model (Outer Model) and Structural Model Testing (Inner Model).

Measurement model (outer model)

Evaluation of the measurement model/Outer Model in PLS-SEM is carried out by including Convergent Validity, Discriminate Validity, and Composite Reliability. The Convergent Validity measurement of the outer model is shown by the results of the PLS Algorithm calculation in the form of the outer loading value of each variable. The indicator is declared convergently valid if the outer loading value is above 0.7 (Hair et al., 2021). The test results are presented in the following table:

Table 1
Convergent validity test results

Variable	Measurement Items	Outer Loading	Information
Financial Compensation (X1)	KF1	0.801	Convergent Valid
	KF2	0.700	Convergent Valid
	KF3	0.876	Convergent Valid
	KF4	0.836	Convergent Valid
	KF5	0.830	Convergent Valid
	KF6	0.901	Convergent Valid
	KF7	0.819	Convergent Valid
	KF8	0.930	Convergent Valid
	KF9	0.858	Convergent Valid
Job satisfaction (X2)	KK1	0.837	Convergent Valid
	KK2	0.890	Convergent Valid
	KK3	0.913	Convergent Valid
	KK4	0.883	Convergent Valid
	KK5	0.933	Convergent Valid
	KK6	0.861	Convergent Valid

	KK7	0.854	Convergent Valid
	KK8	0.849	Convergent Valid
	KK9	0.845	Convergent Valid
	KK10	0.889	Convergent Valid
	KK11	0.836	Convergent Valid
	KK12	0.879	Convergent Valid
	KK13	0.896	Convergent Valid
	KK14	0.950	Convergent Valid
	KK15	0.917	Convergent Valid
Work motivation (Z)	MK1	0.800	Convergent Valid
	MK2	0.919	Convergent Valid
	MK3	0.815	Convergent Valid
	MK4	0.860	Convergent Valid
	MK5	0.877	Convergent Valid
	MK6	0.771	Convergent Valid
	MK7	0.803	Convergent Valid
	MK8	0.813	Convergent Valid
	MK9	0.748	Convergent Valid
	MK10	0.873	Convergent Valid
	MK11	0.757	Convergent Valid
	MK12	0.787	Convergent Valid
	MK13	0.818	Convergent Valid
	MK14	0.841	Convergent Valid
	MK15	0.763	Convergent Valid
Employee Performance (Y)	K1	0.945	Convergent Valid
	K2	0.931	Convergent Valid
	K3	0.810	Convergent Valid
	K4	0.880	Convergent Valid
	K5	0.833	Convergent Valid
	K6	0.783	Convergent Valid
	K7	0.734	Convergent Valid
	K8	0.908	Convergent Valid
	K9	0.704	Convergent Valid
	K10	0.768	Convergent Valid
	K11	0.746	Convergent Valid
	K12	0.893	Convergent Valid
	K13	0.930	Convergent Valid
	K14	0.746	Convergent Valid
	K15	0.910	Convergent Valid
	K16	0.798	Convergent Valid
	K17	0.887	Convergent Valid
	K18	0.934	Convergent Valid

Source: Primary data processed, 2023

Based on Table 1 above, it can be seen that all Outer Loadings above 0.7 have been fulfilled, thus all the variable indicators X1, Convergent Validity can also be assessed through AVE (Average Variance Extracted). A model that has an AVE value above 0.5 is categorized as having high convergent validity.

Table 2
AVE Test Results

	Average Variance Extracted
Financial Compensation	0.788
Job satisfaction	0.779
Employee Performance	0.794
Work motivation	0.889

Source: Primary data processed, 2023

Discriminant Validity Test is a stage carried out to find out whether the variables or indicators used in the research have unique values and are only related to the variables or indicators themselves.

Table 3
Cross-loading test results

	Financial Compensation	Job satisfaction	Employee Performance	Work motivation
KF1	0.801	0.277	0.340	0.394
KF2	0.700	0.270	0.254	0.309
KF3	0.876	0.401	0.461	0.486
KF4	0.836	0.312	0.339	0.402
KF5	0.830	0.327	0.319	0.440
KF6	0.901	0.310	0.429	0.415
KF7	0.819	0.281	0.333	0.409
KF8	0.930	0.371	0.531	0.467
KF9	0.858	0.243	0.325	0.338
KK1	0.361	0.837	0.623	0.738
KK10	0.332	0.890	0.760	0.837
KK11	0.348	0.913	0.769	0.849
KK12	0.396	0.883	0.698	0.878
KK13	0.328	0.933	0.771	0.879
KK14	0.337	0.861	0.672	0.851
KK15	0.259	0.854	0.682	0.687
KK2	0.349	0.849	0.722	0.746
KK3	0.338	0.845	0.670	0.719
KK4	0.254	0.889	0.825	0.819
KK5	0.199	0.836	0.632	0.675
KK6	0.356	0.879	0.701	0.795
KK7	0.392	0.896	0.700	0.892
KK8	0.373	0.950	0.788	0.908
KK9	0.315	0.917	0.748	0.851
K1	0.362	0.665	0.945	0.625
K10	0.392	0.683	0.931	0.668
K11	0.415	0.700	0.810	0.686
K12	0.330	0.650	0.880	0.618
K13	0.299	0.590	0.833	0.578
K14	0.522	0.758	0.783	0.820
K15	0.305	0.755	0.734	0.736
K16	0.416	0.612	0.908	0.567
K17	0.481	0.632	0.704	0.658
K18	0.468	0.751	0.768	0.808
K2	0.321	0.769	0.746	0.755
K3	0.356	0.646	0.893	0.616
K4	0.364	0.646	0.930	0.594
K5	0.470	0.739	0.746	0.832

K6	0.308	0.661	0.910	0.627
K7	0.211	0.589	0.798	0.524
K8	0.318	0.620	0.887	0.577
K9	0.379	0.725	0.934	0.691
MK1	0.494	0.736	0.628	0.800
MK10	0.409	0.912	0.748	0.919
MK11	0.379	0.667	0.601	0.815
MK12	0.422	0.685	0.581	0.860
MK13	0.364	0.821	0.713	0.877
MK14	0.397	0.641	0.503	0.771
MK15	0.434	0.691	0.716	0.803
MK2	0.429	0.777	0.824	0.813
MK3	0.383	0.704	0.682	0.748
MK4	0.354	0.877	0.684	0.873
MK5	0.364	0.849	0.649	0.757
MK6	0.363	0.640	0.616	0.787
MK7	0.429	0.831	0.720	0.818
MK8	0.374	0.683	0.594	0.841
MK9	0.414	0.656	0.506	0.763

Source: Primary data processed, 2023

The second method for the next test is the Fornell Larcker Criterion, to get good discriminant validity from a research model, the root of the AVE in the construct must be higher than the correlation of the construct with other latent variables. The Fornell Larcker Criterion results obtained are as follows:

Table 4
Fornell-Larcker criteria

	Job satisfaction	Employee Performance	Financial Compensation	Work motivation
Job satisfaction	0.883			
Employee Performance	0.815	0.845		
Financial Compensation	0.374	0.452	0.841	
Work motivation	0.820	0.805	0.489	0.818

Source: Primary data processed, 2023

Measuring the reliability of a construct can be done by measuring the Composite Reliability value. Composite Reliability measures the true value of the reliability of a construct. A variable is declared construct reliable if the Composite Reliability value is above 0.7.

Table 5
Composite reliability test results

Variable	Cronbach's Alpha	Composite Reliability	Information
Job satisfaction	0.980	0.981	Reliable
Employee Performance	0.976	0.978	Reliable
Financial Compensation	0.948	0.956	Reliable
Work motivation	0.964	0.968	Reliable

Source: Primary data processed, 2023

Based on Table 5 above, it can be concluded that all reliable constructs, both composite reliability and Cronbach's alpha have values above 0.70. So it can be concluded that all indicators are indeed measures of their respective constructs.

Structural model (Inner model)

The Structural Model (Inner Model) describes the causal relationship between latent variables which have been built based on the substance of the theory. In the structural model test (Inner Model) using the Bootstrapping and Blindfolding procedures in PLS-SEM. Tests on the structural model were carried out to test the relationship between latent constructs. R-Square is a measure of the proportion of variation in the value of the variable that is influenced (endogenous) and can be explained by the variable that influences it (exogenous). The criteria for the R-Square values are 0.75, 0.50 and 0.25 which can be concluded that the model is strong, moderate/medium and weak.

Table 6
R-Square test results

Endogenous/Depended Variables	R-Square
Employee Performance	0.697
Work motivation	0.871

Source: Primary data processed, 2023

Q-Square is used to measure how well the observation values produced by the model and its parameter estimates are. If the Q – Square value is greater than 0 (zero), it means the model has predictive relevance, and if the Q – Square value is smaller than 0 (zero), it means the model has less predictive relevance (Indriasih, 2022).

Table 7
Q-Square test results

Endogenous/Depended Variables	R-Square	$1 - ((1 - R1 \text{ square})(1 - R2 \text{ square}))$	Q-Square
Employee Performance	0.697		
Work motivation	0.871	$1 - (1 - 0.697)(1 - 0.871)$	0.960

Source: Primary data processed, 2023

F – Square is a measure used to see the relative impact of an independent variable on the dependent variable. If the f-square value is 0.02 then there is a small effect of the independent variable on the dependent variable, and if the f-square value is 0.15 then there is a moderate or moderate effect of the independent variable on the dependent variable and if the f-square value is 0.35, then there is a large effect of the independent variable on the dependent variable (Indriasih, 2022).

Table 8
F-Square test results

	Job satisfaction	Employee Performance	Financial Compensation	Work motivation
Job Satisfaction (X2)		0.165		0.889
Employee Performance (Z)				
Financial Compensation (X1)		0.441		0.190
Work Motivation (Y)		0.326		

Source: Primary data processed, 2023

The GoF test is used to test the overall model suitability for either the outer model or the inner model with the observed values and the expected values in the model. A value of 0.00-0.24 is in the small category, 0.25-0.37 is in the moderate category and 0.38-1 is in the high category. Before testing the structural model hypothesis, it is necessary to see whether there is multicollinearity between variables, that is, with the inner statistical size $VIF < 5$, the level of multicollinearity between variables is low.

Table 9
VIF Analysis Results

	Employee Performance	Work motivation
Financial Compensation	1,383	1,163
Work motivation	2,743	
Job satisfaction	3,847	1,163

Source: Primary data processed, 2023

The Path Coefficients test is carried out by carrying out P-Values and t-statistic tests which can be used to measure the influence of exogenous variables (X) on endogenous variables (Y). The condition if the hypothesis is accepted is that if the P-Values value is smaller than 0.05, it is said to be influential and the t-statistic > 1.96 is said to be significant.

Table 10
Path Coefficient test results

	Original Sample (O)	T Statistics (IO/STDEVI)	P Values	Significant Level
Financial Compensation -> Employee Performance	0.131	2,135	0.025	Significant
Job Satisfaction -> Employee Performance	0.549	4,983	0.005	Significant
Financial Compensation -> Work Motivation	0.169	2,413	0.018	Significant
Job Satisfaction -> Work Motivation	0.857	19,205	0,000	Significant
Work Motivation -> Employee Performance	0.236	3,789	0.032	Significant

Source: Primary data processed, 2023

After carrying out the Path Coefficient test based on P-Values and t-statistics, the next step is to test the indirect effect through Intervening Variables. The results of the tests carried out using the bootstrapping test in the analysis using Smart PLS are as follows:

Table 11
Specific indirect effects test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
Financial Compensation -> Work Motivation -> Employee Performance	0.040	0.022	0.052	5,760	0.049
Job Satisfaction -> Work Motivation -> Employee Performance	0.202	0.153	0.260	3,778	0.008

Source: Primary data processed, 2023

Discussion of Research Results

Based on the results of the analysis and various tests that have been carried out, the results of the data processing in the research will then be discussed so that a clearer picture can be given regarding the influence between variables, both direct and indirect relationships mediated by the intervening variables contained in the research this.

The effect of financial compensation on employee performance

All the test results that have been carried out, show that the Financial Compensation variable has a positive and significant effect on Employee Performance. This is evident from the positive original sample value, namely 0.131, which means that the higher the Financial Compensation, the Employee Performance will also increase, the t-statistic value is $2.135 > 1.96$, and the P-Value value is $0.025 (< 0.05)$, so it can be concluded that Financial Compensation has a positive effect and significant to employee performance, and thus Hypothesis 1 is accepted. These results are in line with previous research conducted by [Maryani et al. \(2020\)](#), who in their research stated that financial

compensation is important for employees because with this compensation they can meet their needs directly, especially their physiological needs. The results of this research are also strengthened by research by [Panjaitan et al. \(2018\)](#), which states that compensation has a positive and significant effect on the performance of PT Sentral Pembangunan Indonesia employees. From this description, it can be concluded that the financial compensation provided by the General Section of the Regional Secretariat of Ogan Ilir Regency to TKS is good enough to improve the performance of its employees. This can be seen in Table 4.5 of the frequency distribution, which shows that the dominant respondents answered in agreement with the statement that employees receive salaries on time and follow the workload they receive. This is in contrast to the existing phenomenon which states that TKS often complain about small salaries and a large workload. So it can be concluded that the phenomenon that exists in the background is only experienced by the TKS, but gives different results when researched. Another factor that could also be the cause of this difference is an indication that in providing answers to questionnaire statements, respondents have not provided actual answers.

However, based on this, there are still some TKS who feel that the amount of salary they receive is relatively small and cannot meet their daily living needs. This can be seen Frequency Distribution of answers from respondents who said they did not agree. This means that the financial compensation provided by the General Section of the Ogan Ilir Regency Regional Secretariat has not been fully maximized in improving employee performance.

The effect of job satisfaction on employee performance

All the test results that have been carried out, show that the Job Satisfaction variable has a positive and significant effect on Employee Performance. This is proven by the positive original sample value, namely 0.549, which means that the higher the Job Satisfaction, the Employee Performance will also increase, the t-statistic value is $4.983 > 1.96$, and the P-Value is $0.005 (< 0.05)$, so it can be concluded that Job Satisfaction has a positive effect and significant to employee performance, and thus Hypothesis 2 is accepted. Employee performance is said to be good if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by employee job satisfaction. Thus, job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained from basic salary, compensation, opportunities for salary increases, opportunities for promotion, awards, trips abroad, work relationships, etc. ([Wijaya, 2018](#)). From this description, it can be concluded that the job satisfaction felt by the TKS General Section of the Regional Secretariat of Ogan Ilir Regency is good enough that it also has an impact on improving employee performance. However, based on this, there are still some TKS who feel dissatisfied regarding the rewards they receive, poor communication and cooperation relationships, as well as employee dissatisfaction because they feel they cannot convey creative ideas to the organization, this can be seen in Table 4.6 Distribution Frequency of respondents who say they disagree. This means that the job satisfaction felt by TKS of the General Section of the Regional Secretariat of Ogan Ilir Regency has not been fully maximized in improving employee performance.

The influence of financial compensation on work motivation

All the test results that have been carried out, show that the Financial Compensation variable has a positive and significant effect on Work Motivation. This is proven by the positive original sample value, namely 0.169, which means that the higher the Financial Compensation, the Work Motivation also increases, the t-statistic value is $2.413 > 1.96$, and the P-Value is $0.018 (< 0.05)$, so it can be concluded that Financial Compensation has a positive effect and significant to Work Motivation, and thus Hypothesis 3 is accepted. This is in line with previous research conducted by ([Mushawir et al., 2019](#)), which found that financial and non-financial compensation had a positive and significant influence on work motivation. Similar results were also found in research conducted by [Aulia et al. \(2019\)](#), stating that financial compensation had a positive and significant influence on work motivation, and the results of research by [Maryani et al. \(2020\)](#), at PT Arta Sedana Retailindo Hardys Malls Sanur Branch stated that financial compensation had a positive and significant impact on employee work motivation. From this description, it can be concluded that the financial compensation provided by the General Section of the Regional Secretariat of Ogan Ilir Regency is good enough to motivate employees to work. However, based on this, there are still some TKS who feel that they are not satisfied with their work, thereby reducing their work motivation. This can be seen in Table 4.6 Frequency distribution of respondents' answers who said they did not agree with the statement of trying to complete work outside working hours. This means that the financial compensation provided by the General Section of the Ogan Ilir Regency Regional Secretariat has not been fully maximized in providing employee work motivation.

The influence of job satisfaction on work motivation

All the test results that have been carried out, show that the Job Satisfaction variable has a positive and significant effect on Work Motivation. This is evident from the positive original sample value, namely 0.857, which means that the higher the Job Satisfaction, the Work Motivation also increases, the t-statistic value is $19.205 > 1.96$, and the P-Value is $0.000 (< 0.05)$, so it can be concluded that Job Satisfaction has a positive effect and significant to Work Motivation, and thus Hypothesis 4 is accepted.

Job satisfaction is one of the factors that influences employee work motivation. Job satisfaction can strengthen employee work motivation. The higher the job satisfaction felt by employees, the higher the employee's work motivation. On the other hand, dissatisfied employees have low work motivation. Dissatisfied employees affect employees' willingness to work because their motivation is low. If employee motivation is high, the employee will try to complete his work as best as possible (Saragih et al., 2019). These results are also in line with previous research conducted by Kristine (2017), which found that the job satisfaction variable had a positive and significant effect on work motivation. Furthermore, research conducted by Lie (2018), also said that job satisfaction has a significant effect on employee work motivation, work motivation and job satisfaction have a significant effect on employee performance.

From this description, it can be concluded that the job satisfaction felt by the TKS General Section of the Regional Secretariat of Ogan Ilir Regency is good enough to motivate employees at work. However, based on this, there are still some TKS who feel that they are not satisfied with their work, thereby reducing their work motivation. This can be seen in Table 4.6 Frequency Distribution of Respondents' answers who said they did not agree with the superior's statement about allowing employees to convey ideas creative in the organization, thus making them less motivated and less creative in thinking for the organization (Putri et al., 2022). This means that the job satisfaction felt by the TKS General Section of the Regional Secretariat of Ogan Ilir Regency has not been fully maximized in providing employee work motivation.

The influence of work motivation on employee performance

All the test results that have been carried out, show that the Work Motivation variable has a positive and significant effect on Employee Performance. This is proven by the positive original sample value, namely 0.236, which means that the higher the work motivation, the employee performance will also increase, the t-statistic value is $3.789 > 1.96$, and the P-value is $0.032 (< 0.05)$, so it can be concluded that work motivation has a positive effect. and significant to employee performance, and thus Hypothesis 5 is accepted.

This is in line with previous research conducted by Putra et al. (2018), which found that work motivation has a positive influence on performance, meaning that when employees have high motivation, employees can optimize their abilities at work. This condition causes employee work results to increase. Furthermore, research conducted by Laia (2018), found that the work motivation variable had a positive and significant relationship with employee performance, meaning that employee performance could be improved by motivating employees. From this description, it can be concluded that the work motivation provided by the General Section of the Regional Secretariat of Ogan Ilir Regency to TKS is sufficient to improve their performance. This can be seen in Table 4.7 of the frequency distribution, which shows that the dominant respondents answered in agreement with the statement that the organization provides training to improve employee abilities, the organization pays attention to work safety, co-workers are always ready to help if they have difficulties at work, as well as appreciation from superiors to employees outstanding employees. This is in line with the background phenomenon that there are motivational variables at work which make TKS still work even with low compensation and job satisfaction.

The effect of financial compensation on employee performance through work motivation as an intervening variable

All the test results that have been carried out, show that the Financial Compensation variable has a positive and significant effect on Employee Performance through Work Motivation as an intervening variable. This is evident from the positive original sample value, namely 0.040, which means that the Work Motivation variable plays a role in mediating the influence of Financial Compensation on Employee Performance, the t-statistic value is $5.760 > 1.96$, and the P-Value is $0.049 (< 0.05)$, so it can be concluded that Compensation Finances have a positive and significant effect on employee performance through work motivation as a mediating variable, and thus Hypothesis 6 is accepted. From this description, it can be concluded that work motivation is a mediating variable in providing financial compensation by the General Section of the Regional Secretariat of Ogan Ilir Regency to TKS so that it has a

positive impact by increasing employee performance. This means that the existence of work motivation as a mediating variable of financial compensation becomes a factor in increasing employee performance.

The effect of job satisfaction on employee performance through work motivation as an intervening variable

All the test results that have been carried out, show that the Job Satisfaction variable has a positive and significant effect on Employee Performance through Work Motivation as an intervening variable. This is evident from the positive original sample value, namely 0.202, which means that the Work Motivation variable plays a role in mediating the influence of Job Satisfaction on Employee Performance, the t-statistic value is $3.778 > 1.96$, and the P-Value is $0.008 (< 0.05)$, so it can be concluded that Satisfaction Work has a positive and significant effect on employee performance through work motivation as a mediating variable, and thus Hypothesis 7 is accepted. From this description it can be concluded that work motivation is a mediating variable in the influence of TKS job satisfaction in the General Section of the Ogan Ilir Regency Regional Secretariat, thereby providing a positive impact by increasing employee performance. This means that the existence of work motivation as a mediating variable of job satisfaction becomes a factor in increasing employee performance.

Conclusion

Based on the explanation outlined in the previous chapter, several conclusions can be drawn, namely as follows: Financial Compensation directly has a positive and significant effect on Employee Performance in the TKS General Section of the Regional Secretariat of Ogan Ilir Regency, Job satisfaction directly has a positive and significant effect on employee performance in the TKS General Section of the Regional Secretariat of Ogan Ilir Regency, Financial Compensation directly has a positive and significant effect on Work Motivation in TKS General Section of the Regional Secretariat of Ogan Ilir Regency, Job Satisfaction directly has a positive and significant effect on Work Motivation in TKS General Section of the Regional Secretariat of Ogan Ilir Regency, Work Motivation directly has a positive and significant effect on Employee Performance in the TKS General Section of the Regional Secretariat of Ogan Ilir Regency, Work Motivation has a positive and significant influence in mediating the relationship between financial compensation and employee performance in the TKS General Section of the Ogan Ilir Regency Regional Secretariat, Work Motivation has a positive and significant influence in mediating the relationship between job satisfaction and employee performance at the TKS General Section of the Ogan Ilir Regency Regional Secretariat.

Acknowledgements

The author realizes that this thesis would not have been possible to complete without the support, assistance, guidance and advice from various parties during the preparation of this thesis.

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