

## How Well Public Service Motivation and Job Satisfaction in Enhancing the Effect of Compensation on Job Performance?

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### ABSTRACT

This study aims to examine the relationship between compensation and public service motivation, job satisfaction and job performance from Public High Schools in Badung Regency, Denpasar Bali. The theoretical basis used is the concept of fairness in compensation, motivational bases in public service and value-percept theory in job satisfaction toward individual performance. The study was conducted on employees of a public high school in Badung Regency, Denpasar Bali, involving all employees who were respondents in this study. The research model built in this study was tested using a quantitative paradigm and specifically path analysis was used to answer research questions about how the pattern of interrelationships between the four variables observed in this study. The results of the study indicate that compensation is very important in increasing public service motivation and employee job satisfaction, although on the other hand compensation cannot have a direct impact on employee performance. Considering that there is an important effect of public service motivation and job satisfaction on job performance, it is believed that the effect of compensation can improve job performance through public service motivation and job satisfaction.

Keywords: Compensation, Public Service Motivation, Job Satisfaction, Job Performance.



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### INTRODUCTION

Increased competition for human resources has reaffirmed the importance of strategic practices to retain a high quality workforce in the public sector (Reilly, 2013b; Thom & Reilly, 2015). In educational organizations, human resources are important to be managed properly and effectively in order to achieve organizational goals (Pemecutan et al., 2016; Sari, 2019). Today, every organization from various sectors continues to strive to manage its competitive advantage in order to compete and produce better performance achievements. In public organizations, the performance that is most highlighted is about how the organization can provide quality services and make service users satisfied (Novira et al., 2020; Pramuditha, 2021). As a continuous effort to improve quality in

terms of organizational outcome and performance achievement, there is urgency to manage individuals well.

In general, organizational performance is built by individual performance. The performance appraisal process is a process of getting a score on how well an employee does a predetermined job. Meanwhile, in the performance evaluation process, the results of this assessment will be compared with a set of predetermined standards. One of the important purposes of conducting a performance appraisal is to measure performance for the purpose of rewarding employees in the form of benefits, incentives, promotions, or promotions. Under a performance-oriented system, employees receive pay increases based on how well they do their jobs. Likewise, in human resource management policies, promotion or demotion decisions are also possible based on performance appraisals. Another administrative use of performance appraisal could be: in decisions relating to transfers, layoffs, and terminations.

The main aim of organizational theory and management science is to understand organizational behavior and find technically efficient ways of organizing. The overall problem underlying this research is that the role of human resources in educational organizations is often poorly understood, and sometimes it could make organization face higher risk than before (Christensen & Laegreid, 2005; Pradesa et al., 2021). In some cases, managing individuals in educational organizations is a challenge (Pemecutan et al., 2016; Romlah et al., 2019) in an effort to create sustainable organizational value (Osborne et al., 2015). Public senior high school in Badung Regency is one of the organizations that managing human resources dynamically, especially in terms of managing the performance of employees.

Although there have been many studies that have reviewed employee performance, it is associated with important determinants such as compensation and motivation (Garaika, 2020; Istifadah & Santoso, 2019; Rahayu et al., 2019; Rozali & Kusnadi, 2020; Sari, 2019). Specifically, public service motivation related with job performance for who work in public organization (Alonso & Lewis, 2001; Hidayati & Sunaryo, 2019; Pratama & Nurhidayah, 2019; Putranto et al., 2018). But many of these previous studies show that there are still inconsistencies in the results that lead to the importance of the three concepts being reviewed and reviewed in an integrated model.

There are several important things that need to be considered by the organization in managing employee performance. In the perspective of human resource management, planning individual performance can begin with how to design an attractive compensation scheme to be able to maintain and increase the individual's contribution to the organization. The best practice of compensation is based on the theory of justice, and the issue of fairness itself is the heart of the compensation system in terms of previous studies that have discussed the relationship between compensation and performance (Armantari et al., 2021; Rozali & Kusnadi, 2020; Shofwani & Hariyadi, 2019). Compensation has been considered as important in encouraging individual performance in work, and therefore in the human resource management process, managing compensation is a strategic part of managing human resources in an organization (Greene, 2018; Weldon, 2012).

Managing employee compensation is one way to retain the best employees in the organization. In general, the discussion about what level of compensation can be received by employees working in the public sector has been widely debated by experts and even constantly tries to compare it with private sector organizations. (Reilly, 2013a). While some studies argue about the importance of managing public officers in behavioral perspective (Agustina et al., 2021; Pradesa, 2018; Pradesa et al., 2019), managing compensation is important in human resource management in public sector. In addition to compensation, it is believed that the motivation felt by employees is closely related to how the results in their work have been achieved (Istifadah & Santoso, 2019; Putri & Ardiana, 2019). In public organizations this form of motivation has specifically been recognized as public service motivation (Perry et al., 2010; Perry & Wise, 1990) as motivational bases to work in public services,

with various developments in the study of the concept still interesting to study (Putranto & Anwar, 2021) or integrate into a research model (Agustina et al., 2021; Hidayati & Sunaryo, 2019; Pratama & Nurhidayah, 2019).

This study adds knowledge about topics in the study of human resource management in organizations in several available ways. First, this study was designed to examine the effect of compensation and motivation on employee performance. Knowing the effect of both on organizational performance can help organizations improve the quality of their human resource management, especially in encouraging the effectiveness of achieving organizational goals. In addition, it is considered necessary to re-examine the model of the effect of compensation on performance directly or indirectly through employee motivation. This will provide empirical evidence as a basis for further research studies on the pattern of linkages between compensation, motivation and performance of individuals in an organization.

The concept of employee compensation is all forms of payment or reward mechanisms that organizations provide to employees that arise from their work and have two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and indirect payments (in the form of bonuses) financial benefits such as insurance and vacation allowances paid by the organization or company). An effective compensation system makes employees will strive to achieve organizational goals and objectives. Thus strategic compensation, as such, involves a focus on performance and its contribution to the organization (Davis & Gabris, 2008; Ramseook-Munhurrin et al., 2010).

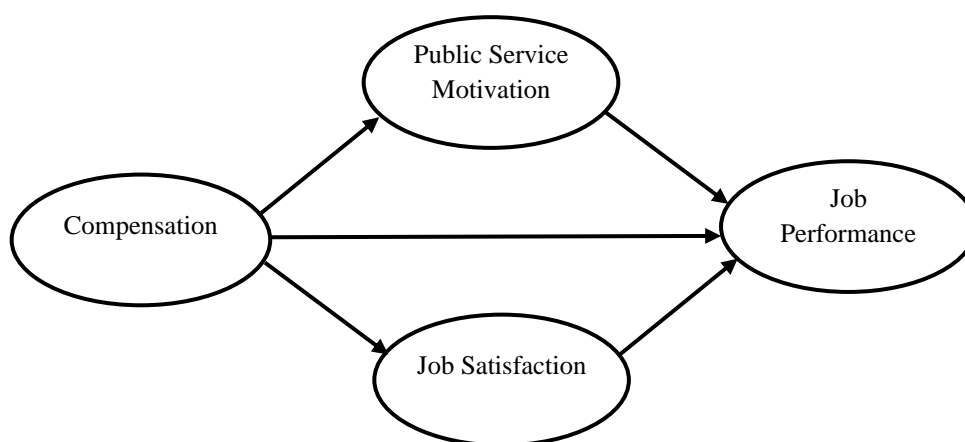
In addition to the perception of the compensation received, another important determinant of performance is individual work motivation (Angrainy et al., 2017; Armantari et al., 2021). Work motivation is an integral part in efforts to improve employee performance (Dharmanegara et al., 2016; Hidayati & Sunaryo, 2019) which in turn will encourage the achievement of organizational goals and performance. Level of employee motivation is different. Theoretical perspectives on motivation vary widely, with the best known being that of Abraham Maslow, who explained motivation through the satisfaction of needs arranged in a hierarchical order. Since a satisfied need is not motivating, it is dissatisfaction that moves a person toward meeting that need.

The drive for achievement arises from the psychological need for competence and is defined as the struggle for excellence against standards that can come from three sources of competition: the task itself, competition with oneself, and competition against others. Therefore, each individual is very likely to have different motivations about why they work and how they get the job done. Employee works because of something he or she needs from the work. Something needed that can be obtained from work has an impact on a person's enthusiasm and motivation in doing and completing his work. Motivating employees is an action that is always relevant in the organization in terms of the performance paradigm (Perry et al., 2006), and on the one hand it will make employees tend to be more satisfied (Gelard & Rezaei, 2016; Harahap & Khair, 2019).

Research in educational organizations such as schools has been carried out by Sari (2019), which in its findings shows that compensation is important to encourage teacher motivation, but on the other hand compensation cannot directly affect teacher performance. In the context of educational organizations, Saputra & Mulia (2020) has explained in his research findings that compensation and motivation are closely related to job satisfaction. The most recent research is Armantari et al., (2021) has tested the model of the effect of compensation on employee performance directly or indirectly through motivation. In this model, compensation is considered in addition to being a determinant of performance as well as a determinant of motivation. Research findings indicate that compensation in general can affect performance directly or indirectly through work motivation.

It should be noted that previous studies such as Siregar et al., (2019) have found that both compensation and motivation can have an important impact on performance, with the value of the influence of motivation being greater than that of compensation. These findings are in line with the results obtained by other researchers such as Rahayu et al., (2019), Astuti & Suhendri (2020), which reveals the effect of variables beside compensation on employee performance is greater, specifically the beta coefficient from employee work motivation. While some other research (Istifadah & Santoso, 2019; Shofwani & Hariyadi, 2019) found that the effect of compensation on employee performance was found to be greater than the value of the influence of motivation. Thus, several previous research findings show different results in terms of the relationship pattern of compensation and motivation to employee performance. This shows that the relationship between compensation and job performance is still very interesting to study, especially when considering that there are things that act as intermediaries between the two.

Previous literature in the form of empirical results provides important information that studies of the relationship between the determinants of employee performance in the form of compensation and motivation show varying results. Furthermore, the development of the conceptual framework in this research is based on the theoretical basis as well as empirical studies from previous research on the same topic. It can be believed that compensation, public service motivation and job satisfaction are determinants of employee performance. Based on norm of reciprocity, employee employees who receive better compensation will encourage his performance in the organization. While better compensation arguably will lead to better motivation and satisfaction felt by employees. Based norm of reciprocity, compensation considered as important determinant of public service motivation and job satisfaction.



**Figure 1. Conceptual Framework**

Based on the conceptual framework, the relationship among variables tested in this study. Compensation as an independent variable that can affect job performance directly or indirectly through public service motivation and job satisfaction. The hypotheses proposed in this study is as follows.

- H1 : compensation has a positive and significant effect on job performance.
- H2 : compensation has a positive and significant effect on job performance through public service motivation.
- H3 : compensation has a positive and significant effect on job performance through job satisfaction.

## METHODS

With the deductive reasoning used, a quantitative approach applied in this study to examine and analyze the effect of the relationship between the variables observed in the study. The research model test both direct effect between compensation on employee performance, as well as indirect effect between compensation and motivation through public service motivation and job satisfaction. While this study uses incidental sampling which taken in on month, a total of 61 employees who work at Public High Schools in Badung Regency identified as respondent who has completed the electronic survey.

The operationalization of the concept in this study refers to several previous studies. Job satisfaction refers to five important dimensions of work, including salary, supervisor, promotion, peer, and job itself. These five aspects are also shown and commonly used in previous empirical studies (Hidayati & Sunaryo, 2019; Putranto et al., 2018). Meanwhile, job performance refers to five general aspects of performance (quantity, quality, punctuality, attendance at work, and the ability to work together). Previous empirical results have confirmed the good use of this instrument (Fatah & Janah, 2020; Garaika, 2020; Hidayati & Sunaryo, 2019; Putranto et al., 2018). Meanwhile, public service motivation refers to the initial idea of this concept used by the pioneers in the study of public service motivation, in which consist of interest in public policy making, commitment to public interest, compassion, and self-sacrifice (Alonso & Lewis, 2001; Perry & Wise, 1990). While construct of compensation built based on previous empirical studies (Saputra & Mulia, 2020; Sari, 2019), which consist of four main indicators (salary, incentives, allowances, and facilities) perceived by employee. The operationalization of the concept in this study can be seen in Table 1 as follows.

**Table 1. Research Instruments**

No	Variable	Indicator
1	Compensation	Salary received meets needs Competitive incentives received Allowances received are appropriate The facilities provided are appropriate
2	Public Service Motivation	Interest in public policy making Commitment to the public interest Compassion Self-sacrifice
3	Job Satisfaction	Pay satisfaction Supervisor satisfaction Promotion satisfaction Peer satisfaction Work satisfaction
4	Job Performance	Outcome quantity Outcome quality Work punctuality Work presence Ability to cooperate

Source: developed for this study

From the operationalization of the concept, an instrument in the form of a research questionnaire was developed. The research instrument was tested first using validity and reliability tests to ensure that the instruments used had met the valid and reliable criteria. The collected data further processed to obtain empirical results that are used as answers to research question using the Partial Least Square (PLS) analysis method. The PLS method is a powerful analytical method because it is not based on many assumptions (Ghozali & Latan, 2012). The PLS model used in this research was a reflective model based on conceptual framework. This model has a relationship of four latent



variables. Compensation ( $X_1$ ) is an exogenous latent variable, while public service motivation ( $X_2$ ), job satisfaction ( $X_3$ ), and job performance ( $Y_1$ ) are endogenous latent variables.

## RESULTS AND DISCUSSION

The data collected is in the form of a questionnaire that has been filled with respondents' answers. The data that has been collected is processed to determine the validity and reliability of the research instrument used in this study. In addition, confirmatory factor analysis testing was carried out to obtain the value of the weight factor contained. Therefore, the validity and reliability values for each construct can be seen in Table 2. Table 2 shows the results of Cronbach's alpha values for each variable and the correlation coefficient values found for each indicator. Cronbach's alpha value for compensation = 0.743, public service motivation = 0.859, job satisfaction = 0.680, job performance variable = 0.815. Based on these four values, it can be concluded that all three have fulfilled reliability values because they are above 0.600. Meanwhile, for each r value or correlation coefficient, it can be seen that the overall correlation value is above the value of 0.3, which means that the indicator meets the criteria for valid data.

**Table 2. Validity and Reliability, and Mean Value**

Variable	Indicator	Factor Weight	r	Remark	Mean
Compensation ( $X_1$ ) $\alpha = 0.743$ mean = 4.473	Salary received meets needs	0.935	0.590	Valid	4.55
	Competitive incentives received	0.879	0.521	Valid	4.42
	Allowances received are appropriate	0.932	0.585	Valid	4.41
	The facilities provided are appropriate	0.881	0.469	Valid	4.52
Public Service Motivation ( $X_2$ ) $\alpha = 0.859$ mean = 4.059	Interest in public policy making	0.941	0.762	Valid	4.05
	Commitment to the public interest	0.937	0.763	Valid	4.20
	Compassion Self-sacrifice	0.898 0.838	0.715 0.608	Valid Valid	3.72 4.27
Job Satisfaction ( $X_3$ ) $\alpha = 0.680$ mean = 4.094	Pay satisfaction	0.863	0.358	Valid	4.47
	Supervisor satisfaction	0.812	0.441	Valid	4.02
	Promotion satisfaction	0.876	0.566	Valid	3.78
	Peer satisfaction	0.888	0.465	Valid	3.97
	Work satisfaction	0.702	0.544	Valid	4.23
Job Performance ( $Y_1$ ) $\alpha = 0.815$ mean = 3.981	Outcome quantity	0.921	0.696	Valid	3.94
	Outcome quality	0.759	0.682	Valid	3.67
	Work punctuality	0.914	0.735	Valid	3.92
	Work presence	0.909	0.618	Valid	4.27
	Ability to cooperate	0.812	0.340	Valid	4.11

Source: data processed

From the description of the mean value, it is revealed that the indicator on the highest compensation lies in the salary received meets needs of 4.55. Meanwhile, the lowest indicator lies in allowances received are appropriate at 4.41. Mean value for compensation was found to be 4,473. Findings indicate that compensation is rated very well in Public High Schools in Badung Regency. Compensation is the highest perceived variable among other variables observed in this study. This shows that Public High Schools in Badung Regency have demonstrated compensation practices that are considered well by their employees.

For indicators on public service motivation, the highest value lies in self-sacrifice of 4.27; while the indicator with the lowest value on compassion is 3.72. Mean value for public service motivation was found to be 4,059. Findings indicate that public service motivation is high in Public High Schools in Badung Regency. This finding shows that the basic motivation for individuals to provide public services is the willingness to self-sacrifice, there is an element of service value to the nation and state so that they can push themselves harder to be able to work and get maximum achievements.

Mean value for job satisfaction was found to be 4,094. Findings indicate that job satisfaction is relatively high in Public High Schools in Badung Regency, with the biggest indicator of job satisfaction lies in pay satisfaction with a value of 4.47. Furthermore, the indicator with the lowest value is promotion satisfaction (mean = 3.78).

Furthermore, the indicator for job performance with the highest score lies in work presence of 4.27; while the indicator with the lowest value lies in the outcome quality of 3.67. Mean value for job performance was found to be 3,981. Findings indicate that job performance is moderate in Public High Schools in Badung Regency.

The results of factor analysis show that the compensation variable is reflected by salary received meets need with a factor weight of 0.953; public service motivation is most reflected in the interest in public policy making of 0.941; job satisfaction is most reflected in peer satisfaction of 0.888; while job performance is most reflected in the outcome quantity of 0.921. The loading factor value for other indicators is found above 0.6 which indicates a very good value.

**Table 3. Beta Coefficient**

Relationship Among Variables	Beta Coefficient	t-statistic	Sign	Remarks
Compensation → Public Service Motivation	0.865	29.459	.000	Significant
Compensation → Job Satisfaction	0.723	11.316	.000	Significant
Compensation → Job Performance	0.016	0.314	.534	Not Significant
Public Service Motivation → Job Performance	0.525	4.952	.006	Significant
Job Satisfaction → Job Performance	0.406	4.648	.009	Significant

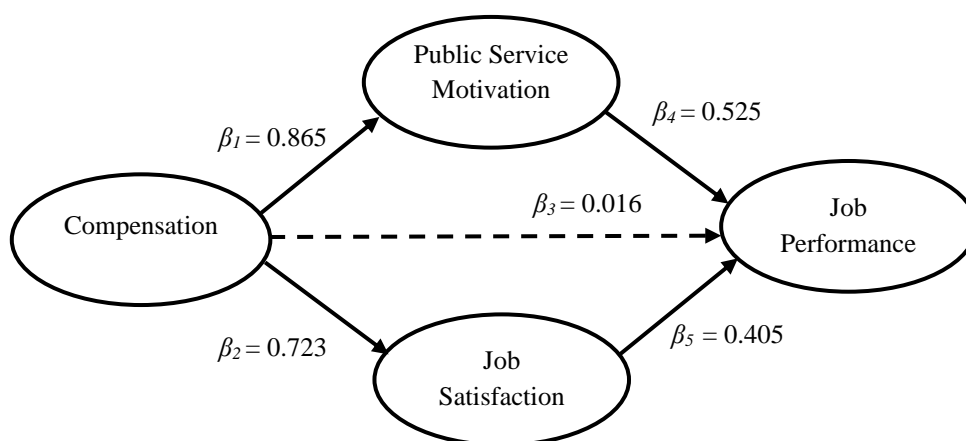
Source: Data Processed, 2021

Table 3 and Figure 2 displayed the result of the analysis of model proposed in this study with standardized coefficient beta for the model are presented. In testing hypothesis 1, compensation has a positive and significant effect on employee performance. Findings show that compensation had a not significant positive effect on employee performance ( $\beta = 0.016$ ,  $p > 0.01$ ). Therefore, hypothesis 1 was rejected, because there is no significant effect of compensation on job performance directly. The increasing value of compensation did not able to encourage employee performance. This result is contrary with several previous studies that show the positive and important impact of compensation on employee performance (Angrainy et al., 2017; Armantari et al., 2021; Astuti & Suhendri, 2020; Istifadah & Santoso, 2019).

To test the mediating effects of public service motivation on the effect of compensation toward job performance (Hypothesis 2) and the mediating effects of job satisfaction on the effect of compensation toward job performance two models were examined, a full and a partial mediation model. Model 1, a full mediation model, included path from compensation to the public service motivation, thus from the public service motivation to job performance. Model 2, a partial mediation model, was identical to model 1 with the exception that direct paths were included from compensation to job performance. As for the model which tested in this study confirms that public service motivation has important mediating role in the effect of compensation on job performance.

The result showed that the hypothesis 2 were supported, that public service motivation could mediates the effect of compensation on job performance.

This also applies to the mediating effect of job satisfaction on the effect of compensation toward job performance. Both model 1 full mediation and partial mediation are used to analyze the mediating role of job satisfaction. As compensation have significant effect on job satisfaction ( $\beta_2 = 0.723$ ,  $p > 0.01$ ), and job satisfaction have significant effect on job performance ( $\beta_3 = 0.405$ ,  $p > 0.01$ ). As for the model which tested in this study confirms that job satisfaction has important mediating role in the effect of compensation on job performance. The result showed that the hypothesis 3 were supported, meaning that job satisfaction could mediates the effect of compensation on job performance. Finding is consistent with previous study (Sari, 2019) that compensation could have indirect effect on job performance.



**Figure 2. Path Coefficient**  
Source: Data Processed, 2021

Compensation was found to have a positive and significant effect on public service motivation. This means that the better the perception of the compensation received by employees at the Badung Denpasar Public Middle School, this will increase their motivation at work in public services. High perceived compensation gives employees a sense of job satisfaction and encourages them to perform better (especially when compensation is directly related to performance). These findings confirm previous studies such as Armantari et al., (2021) and Sari (2019) which emphasizes the importance of work motivation as a result of employee perceived compensation.

Meanwhile, compensation was found to have no significant effect on employee performance. The better the perception of the compensation for the employees of the Public High School in Badung Regency cannot have a significant impact on job performance. These results cannot confirm the findings of previous studies (Istifadah & Santoso, 2019; Shofwani & Hariyadi, 2019) which states that compensation has a significant effect on employee performance. In a similar model, this study could not confirm the findings of Armantari et al., (2021) because the nature of the direct effect of compensation on employee performance was found not to be significant. But in contrary, finding confirm previous study (Sari, 2019) that compensation could not affect performance directly.

Public service motivation was found to have a positive and significant effect on employee performance. Higher motivation felt by the Public High School employees at public services will encourage their job performance. This finding can confirm the results of previous studies (Astuti & Suhendri, 2020; Rahayu et al., 2019; Siregar et al., 2019) which shows that motivation has the greatest effect on job performance. Compared with job satisfaction, public service motivation has a greater effect on job performance. This is in line with previous studies that confirmed the important



role of public service motivation on job performance (Hidayati & Sunaryo, 2019; Putranto et al., 2018).

From the value of the effect between variables, a high indirect effect of compensation on performance through employee public service motivation founded in this result. The mediating nature of this public service motivation was found to be perfect, because the direct effect of compensation on job performance was found to be insignificant. Motivational bases to engage in public service was decisive in supporting the effect of compensation on job performance. This type of motivation is more reflected in the interest in public policy making that can improve the individual performance of someone who works in a public organization. Both compensation and job satisfaction have the highest value among other variables. Related with job satisfaction, it is known that the largest perceived value is pay satisfaction. Thus, from compensation received by employees shows that mean value is very high. This shows that the compensation received has met the needs and can be accepted by employees who work at the Public High School in Badung Regency.

The results of this study seek to ensure that in the organization's efforts to improve employee performance, the most important thing that must be done is to package a compensation system that is attractive, effective, and able to encourage employee motivation at work. In the end, the impact of compensation on employee performance can work through the motivation of the employee. The effect of compensation on the performance of Public High School employees in Badung Regency cannot be felt directly by the employees, because the effect of compensation must be felt in increasing employee motivation to work and how much they are satisfied with the job. In the future, Public High School in Badung Regency can create visibility and compliance, as well as better decision support in an effort to increase the effect in motivating employees to work better and cultivating their satisfaction in order to produce maximum performance.

## CONCLUSION

The research findings indicate that there is no significant effect of compensation on job performance. For employees who work in public organizations, better compensation cannot directly increase job performance. Thus, the important role of mediation is reflected in public service motivation and job satisfaction in encouraging the effect of compensation on job performance. The most important emphasis lies on the role of public service motivation in the relationship between compensation and job performance.

The highest value of the variables observed in this study is compensation. While the lowest value is job performance. These results indicate that the practice of compensation at Public High School Badung Regency has been perceived very well. Even so, the performance that has not been maximized is an important note for the management of the Public High School in planning future corrective actions. For Public High School in Badung Regency, it is important to maintain employee motivation and satisfaction. With good compensation value perceived by employee, both motivation satisfaction can encourage the effect of compensation on job performance.

Several limitations have been identified in this study, including the use of research instruments based on self-assessment which has the potential to generate bias in the assessment. But so far, findings show a good value of validity and reliability. Suggestions for further research are to expand the scope of research objects and samples, test models on cross-sectoral organizations for better generalization of research results.

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