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# **The Effect of Work Motivation and Compensation towards Performance of Non-Civil Servant Employee with Job Satisfaction as a Mediation Variable**

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## **Author's contribution**

*The sole author designed, analyzed, interpreted and prepared the manuscript.*

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## **ABSTRACT**

Human resource in the organization is one of the functions in the application of management in order to realize the vision, mission, and goals of the organization. One of parts of human resource is the employees including the non-civil servant of Public Health Center in Tambrau Regency. The performance of non-civil servant can be known through the performance of the Public Health Center that will have an impact on the performance of the health office. Thus, work motivation, compensation, and job satisfaction are several factors that support the implementation of non-civil servant employee performance in order to provide good service quality. This study aims to determine the effect of work motivation towards non-civil servant's employee performance and job satisfaction, compensation towards employee performance and job satisfaction, and job satisfaction on employee performance. This study uses a quantitative approach. Respondents in this study were 109 Public Health Center employees in Tambrau Regency, West Papua Province. The data used in this study are primary data obtained from the questionnaire filling results. The data from the filling results were then analyzed using SEM-AMOS. The results show that (1) work motivation positively and significantly affects non-civil servants' employee performance, (2) compensation positively and significantly affects non-civil servants' employee performance, (3) work motivation positively and significantly affects job satisfaction, (4) compensation positively and significantly affects job

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satisfaction, (5) job satisfaction positively and significantly affects non-civil servants' employee performance, (6) work motivation positively and significantly affects performance mediated by job satisfaction, and (7) compensation positively and significantly affects performance mediated by job satisfaction. The conclusion is that the higher the work motivation of the non-civil servant employee of Public Health Center, the higher the performance and the job satisfaction; the higher the compensation of the non-civil servant employee of Public Health Center, the higher their performance and job satisfaction; and the higher the job satisfaction, the higher their performance.

*Keywords: Non-civil servant; work motivation; compensation; job satisfaction; employee performance.*

## 1. INTRODUCTION

The industrial revolution 4.0 era creates chances for human resources (HR) in the manufacturing industry to acquire skills in line with emerging technologies. As a result, it is vital to establish a workforce up-skilling or reskilling program that is aligned with the industrial world's present needs [1]. One of the primary programs in the Roadmap to Indonesia 4.0 is strengthening the quality of human resources, as talent is a critical or significant aspect in the effective implementation of industry 4.0 [2].

Human resources in the organization is one of the functions in the application of management in order to realize the vision, mission, and goals of the organization [3]. Human resources include all people in private organizations, as well as government and other non-profit organizations. The human resources referred above are people who are overall involved in the operational processes of the organization from the lowest level, such as security guards, goods processing workers for this type of production company organization, or also direct sellers recruited by the organization or company, to the position of the president director (CEO-Chief Officer) who occupies the top level in the company's organization [4]. Although it is in different levels, all human resources have the same and significant role for the achievement of the vision, mission and goals of the organization. Neglect of one part of human resources will have implications for the inhibition of achieving organizational goals [5].

This understanding applies from selecting people with the qualifications required by the organization to maintaining, improving, and even developing these qualifications over time [6]. Therefore, human resource management is a continuous process, in line with the operationalization process of the organization, attention to human resources has a special place

in the organization. Thus in organizations, human resource management is very important to drive organizational activities both private and government [7].

People in the information age like today want all management to be faster, more effective, and efficient [8]. That is why the implementation of public services is required to be able to provide excellent service. To realize this, the government is required to improve as a form of responsibility to the community. However, this change cannot change instantly; it takes time for the government to implement it. There are several factors that influence the achievement of public services, namely organizational structure, apparatus performance, and control system [9].

One of parts of human resource is the employees. Employee is divided into two types such as civil servant and non-civil servant [10]. Civil Servants (PNS) are employees who have met the specified requirements, are appointed by the competent authority and assigned tasks in a state office or other state duties, and are paid according to the applicable laws and regulations. However, Non-Civil Servants (Non-PNS) are employees who work under government agency whose salary is paid by the State Revenue and Expenditure Budget APBN or Regional Revenue and Expenditure Budget (APBD). Both civil servant and non-civil servant need to be maintained by the ability of government apparatus.

The ability of the government apparatus plays an important role in determining the level of quality of government public services. How the government manages and equips the apparatus as its human resources requires the government to provide excellent service to the community [11]. With the development of technology, it is easier for the government to manage human resources, especially the non-civil servant employees. All management processes, from employee data collection, transfers, employee

attendance, to payroll can be managed more effectively and efficiently [12]. Performance is theoretically understood as a work party that produces results according to applicable rules and is in the right place and in accordance with the time. Performance in public organizations will have an impact on the achievement of good service.

The performance of the Tambrauw Regency Government is a tool to realize the vision and mission and the initial spirit of the struggle to bring Tambrauw Regency. However, the research conducted by Metoyudas [13] with the title of "Performance of the Health Office in Efforts to Overcome Elephant Foot Disease in Tambrauw Regency, West Papua Province" finds that the quality of the performance of the Health Office is still very poor because there is no socialization to the district and village levels. The same result is also found in the statement of the Regent of Tambrauw Regency, Gabriel Asem, S.E., M.Si, in the online media of West Papua News.Co who says "the regent of Tambrauw will evaluate the performance of the head of the health center". This statement is conveyed by the Regent of Tambrauw Regency for several public complaints about the performance of Public Health Center employees in the district and village.

The performance of the Public Health Center can be known through the performance of the non-civil servant employees that will have an impact on the performance of the health office [14]. In Tambrauw Regency, there are 13 (thirteen) Public Health Center with different distances and regional challenges which become special challenges for non-civil servant employees in achieving good performance. Thus, work motivation, compensation, and job satisfaction are several factors that support the implementation of non-civil servant employee performance in order to provide good service quality [15]. Therefore, the researcher is interested in conducting research entitled "The Effect of Work Motivation and Compensation on the Performance of Non-Civil Servant Employee with Job Satisfaction as a Mediation Variable".

## 2. RESEARCH PROBLEM

The formulations of the problem in this study are written as follows.

Does work motivation affect the performance of non-civil servant employees at Public Health Centers in Tambrauw Regency?

Does compensation affect the performance of non-civil servant employees at Public Health Center in Tambrauw Regency?

Does work motivation affect the job satisfaction of non-civil servant employees at Public Health Centers in Tambrauw Regency?

Does compensation affect job satisfaction of non-civil servant employees at Public Health Centers in Tambrauw Regency?

Does job satisfaction affect the performance of non-civil servant employees at Public Health Centers in Tambrauw Regency?

Does work motivation affect the performance of non-civil servant employees mediated by job satisfaction at Public Health Centers in Tambrauw Regency?

Does compensation affect the performance of non-civil servant employees mediated by job satisfaction at Public Health Centers in Tambrauw Regency?

## 3. RESEARCH OBJECTIVE

In accordance with the formulation of the problem above, basically the detailed objectives of this research can be described as follows:

To determine the effect of work motivation towards the performance of non-civil servant employees in Public Health Centers throughout Tambrauw Regency.

To determine the effect of compensation towards the performance of non-civil servant employees at the Public Health Centers in Tambrauw Regency.

To determine the effect of work motivation towards job satisfaction of non-civil servant employees in public health centers throughout Tambrauw Regency.

To determine the effect of compensation towards the job satisfaction of non-civil servant employees in public health centers throughout Tambrauw Regency.

To determine the effect of job satisfaction towards the performance of non-civil servant employees at Public Health Centers in Tambrauw Regency.

To determine the effect of work motivation towards the performance of non-civil servant employees mediated by job satisfaction of employees at Public Health Centers in Tambrauw Regency.

To determine the effect of compensation towards the performance of non-civil servant employees mediated by job satisfaction of employees at Public Health Centers in Tambrauw Regency.

his or her duties in line with the obligations assigned to him or her. The success rate of performance is quantitative as well as qualitative. The outcome or result of a procedure is referred to as performance [16].

#### 4. RESEARCH SIGNIFICANCE

This research is expected to have usefulness according to theoretical or scientific aspects and according to practical or operational aspects as follows.

##### 4.1 Theoretical Significance

This study's results are expected to be a reference for further research, especially those related to the issue of employee performance. In addition, this study's results are also expected to contribute to the development of theory or science, especially in the performance management sector.

##### 4.2 Practical Significance

This study's results are expected to be used as consideration or input for the local government of Tambrauw Regency in managing the performance of their employees, as well as understanding the factors that affect the non-civil servant employee performance.

One of parts of companies that the performance needs to be developed is its employee. If an organization or company wants to progress or develop, it is required to have quality employees [17]. Quality employees are employees whose performance can meet the targets or targets set by the company. To obtain employees who have good performance, it is necessary to apply performance.

Performance measurement can be seen in terms of a certain quantity and quality in accordance with the standards set by the organization or company, the form can be tangible (measurements can be set or standards) or intangible (cannot be determined by measuring instruments or standards) [18], depending on the form and process of carrying out the work. The performance produced by employees in a company is determined by several factors and conditions, both those that come from within the employee or those from outside the individual employee. The dimensions and indicators to measure performance are mentioned in the following table.

#### 5. LITERATURE REVIEW

##### 5.1 Performance

Performance is something that employees attain through their labor in accordance with specific job-related criteria. In addition, according to [16], employee performance or work performance refers to the quality and quantity of work accomplished by an employee while performing

##### 5.2 Motivation

Motivation is a process in which a person's needs motivate him or her to engage in a sequence of activities that result in the accomplishment of specific goals; when these goals are attained, they satisfy or fulfill the individual's needs [19].

**Table 1. Dimension and indicator of performance**

| Variable                     | Dimension      | Indicator   |
|------------------------------|----------------|---|
| Performance<br>(Robins 2012) | Quality        | Work Neatness<br>Workability<br>Work Cleanliness<br>Office Facilities |
|                              | Quantity       | Speed of Completing Job<br>Target Completing Job                      |
|                              | Responsibility | Job Satisfaction<br>Work Result                                       |
|                              | Cooperation    | Facilities and Infrastructure<br>Collaboration<br>Work Cohesiveness   |

According to [20] motivation is produced by employees' attitudes toward work situations in the organization. Motivation is a state of mind or energy that propels personnel toward the achievement of the organization's goals. Motivating acts will be more effective if the goals are defined and are accomplished by the motivated person in accordance with his or her needs [21]. As a result, anyone who would supply inspiration must truly grasp and appreciate the person's life past, requirements, and personality.

Motivation encompasses the elements of producing, guiding, maintaining, demonstrating intensity, being consistent, and having a purpose. Motivation comes in two basic forms, extrinsic and intrinsic; companies require both to help increase employee performance (extrinsic and intrinsic). Extrinsic motivation refers to the actions the company will take to motivate employees, whereas intrinsic motivation refers to factors or causes within the company that motivates employees toward specific goals.

To measure the motivation of employee or others, it needs to be known dimensions and indicators of the motivation such as the need for achievement, need to affiliate, and need for power. The following is the distribution of each dimension and indicator to measure motivation.

**Table 2. Dimension and indicator of motivation**

| Variable                             | Dimension            | Indicator   |
|--------------------------------------|----------------------|---|
| Motivation<br>(Edy Sutrisno<br>2016) | Need for Achievement | Work Targets<br>Quality of Wok<br>Responsibility<br>Work Risk |
|                                      | Need To Affiliate    | Communication<br>Friendship                                   |
|                                      | Need for Power       | Leaders<br>Company Ambassadors                                |

**Table 3. Dimension and indicator of compensation**

| Variable                                 | Dimension    | Indicator   |
|--|--------------|---|
| Compensation (Mathis &<br>Jackson, 2006) | Basic salary | Salary<br>Wages   |
|  | Fixed Income | Bonus<br>Incentives<br>Stock Options                        |
|  | Allowance    | Health/life Insurance<br>Leave Allowance<br>Retirement Fund |

### 5.3 Compensation

According to [22], compensation is a counter-measure to the company's utilization of labor or services provided by its workers. The basic understanding of compensation is that there is a need for remuneration for the work of someone who has contributed to support the achievement of the organization's master. This thinking encourages the author to choose and place compensation as a variable that must be studied and understood in order to analyze in a theoretical and practical way an understanding of compensation [23].

Compensation is grouped into two types, namely financial compensation and non-financial compensation. Furthermore, there are direct financial compensation and indirect financial compensation, while non-financial compensation can be in the form of work environment. According to [24], financial compensation is a compensation given to employees in return for work done for the company [25], states that financial compensation is compensation that is directly submitted by the company to its employees in the form of wages or bonuses [26]. Suggests that financial compensation consists of salaries, allowances and incentives.

According to [27], compensation (retribution) is used to foster cooperation, job satisfaction, successful procurement, motivation, employee stability, discipline, and labor union and government influence. To measure the compensation given by companies or others, it needs to be known dimensions and indicators of the motivation such as basic salary, fixed income, and allowance. The following is the distribution of each dimension and indicator to measure motivation.

#### 5.4 Job Satisfaction

Job satisfaction is a feeling that supports or not an employee related to their work or condition [28]. Similarly, [29] indicate that job satisfaction is an emotional state that employees experience when they examine their work. According to Locke, [30] defines satisfaction as no difference between the desired conditions and actual conditions. Meanwhile, job satisfaction can be determined as a favorable attitude toward one's work as a result of an assessment of its aspects.

According to the theory of social change [31], employees who are satisfied with their work, they will reciprocate by helping their co-workers, doing additional tasks and supporting the goals of the organization. Conversely, if employees are less satisfied with their work, they will be less enthusiastic to support the goals of their organization (Suzane and Bryan, 2008).

Several experts have presented their theories regarding the factors that influence job satisfaction [32]. Thus, researchers can draw a conclusion that the factors that influence job satisfaction are factors that come from within the employee, such as age, gender, personality, work stress level and length of service at the company. Then, the factors that affect job satisfaction that come from outside the employee are the salary earned, the conditions of the work environment, the relationship with superiors or with co-workers, and the opportunity to get a promotion. The dimensions and indicators to measure job satisfaction are mentioned in the following table.

## 6. RESEARCH METHODS

### 6.1 Variable Operation

In this study, there are 3 types of variables to be studied, which are exogenous variables

consisting of work motivation and compensation, endogenous variables such as employee performance, and the mediator variable is job satisfaction. The operational definition and measurement of variables according to [33] are as follows.

- a. Work motivation. Work motivation is measured by six indicators which are (1) responsibility, (2) dare to take risks, (3) having realistic goals, (4) having a work plan, (5) striving to realize the goal, and (6) utilizing various inputs for performance improvement. In this study, work motivation is measured by a Likert scale, namely strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).
- b. Compensation. In accordance with the opinion of [34], compensation is measured by five indicators, which are (1) salary, (2) pension program, (3) health insurance, (4) n autonomy, and (5) leave. Compensation is measured using a Likert scale, namely strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).
- c. Job satisfaction. Job satisfaction is an employee's feeling of pleasure towards their work (Schmeller et al., 2017). Job satisfaction is measured by five indicators, which are (1) the work, (2) supervisor, (3) salary, (4) promotion, and (5) colleagues. Job satisfaction is measured by a Likert scale, namely strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).
- d. Employee performance. Employee performance is the consequence of an employee's quantity and quality of work in doing their jobs in accordance with their responsibilities (Schmeller et al., 2017). Employee performance is measured by five indicators, which are (1) speed, (2) targets, (3) accuracy, (4) cleanliness, and (5) attendance. Employee performance is measured by a Likert scale, namely strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

### 6.2 Population and Sample

This study's population is employees of the Public Health Center, non-civil servants (non-PNS) consisting of regional honorarium employees (honda) and non-permanent employees (PTT) throughout Tambrau Regency, West Papua Province. With a total of

109 employees, all of them will be used as research subjects. Therefore, this research is considered to be a census study.

### 6.3 Instrument Testing

This research uses a research instrument in the form of a questionnaire. Before distributing the questionnaire to 109 respondents, the instrument was tested first on 30 respondents. The results of filling out the questionnaire by 30 respondents were then tested using validity and reliability tests.

In this study, the validity test is carried out using the Corrected item-total correlation validity test with the help of the SPSS program. In this test, the question item is declared valid if the calculated R-value > R-table. Because the number of respondents in the trial was 30 respondents, it was obtained that the R-table at a significant level of 5% was 0.361. Thus in this validity test, the question item is declared valid if it has an R-count of > 0.361.

After all the question items are proven valid, the test is continued on the Reliability test. In this study, the reliability of the instrument was measured by looking at the Cronbach alpha value of each instrument. The instrument is declared reliable if it has a cronbach's alpha > 0.7.

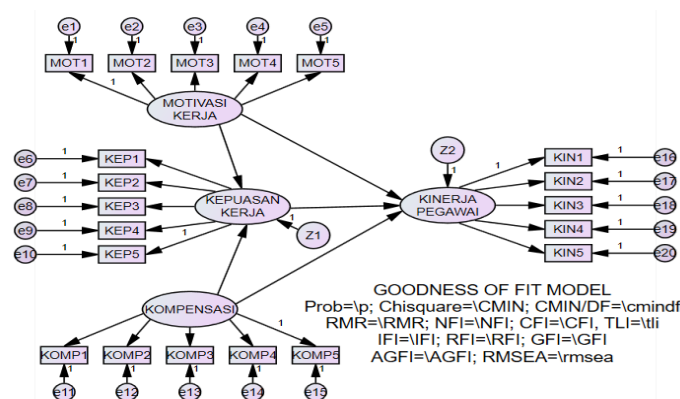
The Validity and Reliability Test Result can be seen in the following table.

According to the results of the validity test in table 5 above, the results of the analysis show that all question items are valid in measuring research variables; this is indicated by the calculated R-value of all question items that have exceeded the R-table of 0.361.

In addition, according to the results of the reliability test in Table 5, the results of the analysis show that all instruments are reliable because they have a Cronbach alpha value of > 0.7.

**Table 4. Dimension and indicator of job satisfaction**

| Variable                                   | Dimension      | Indicator   |
|--|----------------|---|
| Job Satisfaction<br>(Robbins<br>(2013:312) | The work       | Jobs that match their abilities<br>Mentally challenging work                          |
|  | Salary         | The amount of salary<br>Ordinal Speed Payroll.  |
|  | Promotion      | Opportunity to advance<br>How to choose promotions                                    |
|  | Supervision    | Supervision given by leader<br>The supervisory method taken by the leaders            |
|  | Colleagues     | Relationship satisfaction with colleagues<br>Relationship satisfaction with superiors |
|  | Work Condition | Satisfaction with physical environment at work  |



**Fig. 1. SEM-AMOS Model**

**Table 5. Instrument validity and reliability test result**

| Variable         | Indicator | R-Count | R-Table | Validity | Cronbach Alpha | Reliability |
|------------------|-----------|---------|---------|----------|----------------|-------------|
| Motivation       | MOT1      | 0.851   | 0.361   | valid    | 0,961          | Reliable    |
|                  | MOT2      | 0.895   | 0.361   | valid    |                |             |
|                  | MOT3      | 0.919   | 0.361   | valid    |                |             |
|                  | MOT4      | 0.904   | 0.361   | valid    |                |             |
|                  | MOT5      | 0.897   | 0.361   | valid    |                |             |
| Compensation     | KOMP1     | 0.908   | 0.361   | valid    | 0,962          | Reliable    |
|                  | KOMP2     | 0.923   | 0.361   | valid    |                |             |
|                  | KOMP3     | 0.842   | 0.361   | valid    |                |             |
|                  | KOMP4     | 0.893   | 0.361   | valid    |                |             |
|                  | KOMP5     | 0.907   | 0.361   | valid    |                |             |
| Job Satisfaction | KEP1      | 0.856   | 0.361   | valid    | 0,976          | Reliable    |
|                  | KEP2      | 0.959   | 0.361   | valid    |                |             |
|                  | KEP3      | 0.966   | 0.361   | valid    |                |             |
|                  | KEP4      | 0.952   | 0.361   | valid    |                |             |
|                  | KEP5      | 0.92    | 0.361   | valid    |                |             |
| Performance      | KIN1      | 0.916   | 0.361   | valid    | 0,971          | Reliable    |
|                  | KIN2      | 0.921   | 0.361   | valid    |                |             |
|                  | KIN3      | 0.908   | 0.361   | valid    |                |             |
|                  | KIN4      | 0.913   | 0.361   | valid    |                |             |
|                  | KIN5      | 0.929   | 0.361   | valid    |                |             |

#### 4. RESEARCH DISCUSSION

##### 4.1 Description of Respondent Characteristics

Table 6 provides an overview of the number and percentage of respondents based on gender, age, length of work and income. Based on the results of the descriptive analysis in the table, it is found that, in terms of gender, most of the respondents in this study are female health center employees (72.5%) while the remaining of 27.5% of respondents are male health center employees. Then, in terms of age, most of the respondents in this study are between 46-40 years old (36.7%) while 27.5% are in the age of <30 years old, 9.2% are in the age of 30-35 years old, and 26.6% are in the age of >40 years old. Seen from the length of work, the 109 respondents in this study have worked for 3-5 years (45.9%), 18.3% of respondents worked for < 2 years, 18.3% of respondents have worked for 6-8 years, and 7.4% of respondents have worked for > 8 years. In terms of income, most of the respondents (45.9%) in this study had an income of between 2-3 million rupiah per month, 27.5% of respondents earn 3-4 million rupiahs, and 26.6% of respondents earn > 4 million rupiahs per month.

#### RESULTS

#### AND

#### 4.2 Description of Research Variables

Table 7 provides an explanation of the description of the research variables based on the results of filling out questionnaires by respondents. It can be concluded that the work motivation of most of the non-civil servant employees at the Public Health Center throughout Tambrauw Regency tends to be high. This is mainly indicated by the high responsibility of the non-civil servant employees towards their duties or work and the feeling of pleasure in getting input from the leadership or work colleagues to improve their performance.

In addition, the compensation obtained by the non-civil servant employees is good. Most employees feel satisfied with non-financial compensation in the form of work autonomy where Public Health Center often gives autonomy to non-civil servant employees to carry out their duties. In addition, the non-civil servant employees are also satisfied with non-financial compensation in the form of giving permission to take time off when sick. In terms of financial compensation, quite a number of the non-civil servant employees feel dissatisfied because of the untimely salary payment per month, the absence of a pension program for employees, and the absence of health insurance for servant employees.



Other than that, the job satisfaction of most non-civil servant employees at Public Health Center throughout Tambrauw Regency tends to be high. This is mainly because most non-civil servant employees feel happy with their work, always get support or guidance from their superiors, can make progress in their current job, and support from colleagues. However, the satisfaction with salary is still low. 36 out of 109 respondents studied in this study said they did not agree while 24 respondents agreed that the salary given by the Public Health Center is sufficient to meet the needs.

The last data indicates that the performance of most of the non-civil servant employees at the Public Health Center throughout Tambrauw Regency tends to be high. Most employees can complete their work quickly, can complete tasks according to the targets that have been set, are thorough in completing tasks, always maintain cleanliness in the workplace, and always come and go home in accordance with the working hours that have been determined.

### 4.3 SEM Analysis

**Measurement model testing:** SEM analysis result in Table 8 regarding the results of the

measurement model testing on both exogenous and endogenous constructs shows that all indicators are valid, indicated by a loading factor  $> 0.7$  and all constructs are reliable with  $CR > 0.7$  and  $AVE > 0.5$ .

### 4.4 SEM Analysis Prerequisite Test

The test results in Table 9 regarding the fulfillment of all SEM prerequisites show that the number of samples is sufficient. The data does not contain outliers and the data meets multivariate normality and there is no multicollinearity between exogenous variables, which means that all the prerequisites for SEM analysis have been met.

### 4.5 Goodness of Fit Model

Table 10 describes the goodness of fit of the SEM model to be estimated. With a slight modification, the model already has a good goodness of fit model. The probability of the chi-square model has increased and exceeded 0.05 which is 0.073; thus, the model can depict the real population state, as it already has the population's covariance matrix.

**Table 6. Respondent characteristics**

| Characteristics | Category                  | Total | Percentage |
|-----------------|---------------------------|-------|------------|
| Gender          | Male                      | 30    | 27.5       |
|                 | Female                    | 79    | 72.5       |
| Age             | < 30 years old            | 30    | 27.5       |
|                 | 30 - 35 years old         | 10    | 9.2        |
|                 | 36 - 40 years old         | 40    | 36.7       |
|                 | > 40 years old            | 29    | 26.6       |
| Length of Work  | < 2 years                 | 20    | 18.3       |
|                 | 3 - 5 years               | 50    | 45.9       |
|                 | 6 - 8 years               | 20    | 18.3       |
|                 | > 8 years                 | 19    | 17.4       |
| Income          | 2-3 million rupiahs/month | 50    | 45.9       |
|                 | 3-4 million rupiahs/month | 30    | 27.5       |
|                 | > 4 million rupiahs/month | 29    | 26.6       |
|                 |                           |       |            |

**Table 7. Research variable description**

| <b>MOTIVATION</b>       |   |  |    |    |    |    |       |
|-------------------------|---|--|----|----|----|----|-------|
| No                      | Indicator   | Frequency Distribution of Respondents' Answers |    |    |    |    | Mean  |
|                         |   | STS  | TS | N  | S  | SS |       |
| 1                       | I have a high responsibility for my duties or work                            | 1  | 0  | 4  | 49 | 55 | 4.44  |
| 2                       | I enjoy challenging tasks   | 0  | 2  | 18 | 47 | 42 | 4.183 |
| 3                       | The purpose of my work is to make a living                                    | 2  | 23 | 17 | 37 | 30 | 3.642 |
| 4                       | Before work, I make careful planning  | 0  | 3  | 7  | 63 | 36 | 4.211 |
| 5                       | I am happy to get input from my boss or co-workers, to improve my performance | 0  | 1  | 2  | 39 | 67 | 4.578 |
| <b>COMPENSATION</b>     |   |  |    |    |    |    |       |
| No                      | Indicator   | Frequency Distribution of Respondents' Answers |    |    |    |    | Mean  |
|                         |   | STS  | TS | N  | S  | SS |       |
| 1                       | I receive salary regularly every month  | 24   | 49 | 5  | 27 | 4  | 2.431 |
| 2                       | There is a pension program for its employees where I work                     | 23   | 52 | 16 | 13 | 5  | 2.312 |
| 3                       | Every employee gets health insurance  | 24   | 59 | 5  | 17 | 4  | 2.248 |
| 4                       | I am given autonomy in completing my tasks                                    | 0  | 4  | 5  | 30 | 70 | 4.523 |
| 5                       | Employees are allowed to take time off if sick                                | 0  | 0  | 1  | 35 | 73 | 4.661 |
| <b>JOB SATISFACTION</b> |   |  |    |    |    |    |       |
| No                      | Indicator   | Frequency Distribution of Respondents' Answers |    |    |    |    | Mean  |
|                         |   | STS  | TS | N  | S  | SS |       |
| 1                       | I am happy with my current job  | 0  | 1  | 4  | 52 | 52 | 4.422 |
| 2                       | I always get support or guidance from my boss                                 | 0  | 4  | 11 | 69 | 25 | 4.055 |
| 3                       | The salary I receive is sufficient to meet my living needs                    | 36   | 24 | 6  | 27 | 16 | 2.661 |
| 4                       | I can make progress at my current job   | 0  | 1  | 9  | 69 | 30 | 4.174 |
| 5                       | My co-workers always encourage me   | 0  | 1  | 5  | 62 | 41 | 4.312 |
| <b>PERFORMANCE</b>      |   |  |    |    |    |    |       |
| No                      | Indicator   | Frequency Distribution of Respondents' Answers |    |    |    |    | Mean  |
|                         |   | STS  | TS | N  | S  | SS |       |
| 1                       | I can finish my work quickly  | 0  | 5  | 19 | 49 | 36 | 4.064 |
| 2                       | I can always complete my tasks according to the targets that have been set    | 1  | 2  | 7  | 73 | 26 | 4.11  |
| 3                       | I am always thorough in completing my tasks                                   | 0  | 0  | 9  | 59 | 41 | 4.294 |
| 4                       | I always maintain cleanliness in my work environment                          | 0  | 1  | 4  | 70 | 34 | 4.257 |
| 5                       | I always come and go according to the working hours that have been determined | 0  | 4  | 9  | 40 | 55 | 4.367 |

**Table 8. Measurement model test result**

| Variable         | Indicator | $\lambda$ | Validity | AVE   | CR    | Reliability |
|------------------|-----------|-----------|----------|-------|-------|-------------|
| Motivation       | MOT1      | 0.828     | valid    | 0.801 | 0.952 | Reliable    |
|                  | MOT2      | 0.924     | valid    |       |       |             |
|                  | MOT3      | 0.939     | valid    |       |       |             |
|                  | MOT4      | 0.923     | valid    |       |       |             |
|                  | MOT5      | 0.857     | valid    |       |       |             |
| Compensation     | KOMP5     | 0.885     | valid    | 0.807 | 0.953 | Reliable    |
|                  | KOMP4     | 0.921     | valid    |       |       |             |
|                  | KOMP3     | 0.84      | valid    |       |       |             |
|                  | KOMP2     | 0.926     | valid    |       |       |             |
|                  | KOMP1     | 0.916     | valid    |       |       |             |
| Job Satisfaction | KEP5      | 0.857     | valid    | 0.805 | 0.953 | Reliable    |
|                  | KEP4      | 0.909     | valid    |       |       |             |
|                  | KEP3      | 0.893     | valid    |       |       |             |
|                  | KEP2      | 0.918     | valid    |       |       |             |
|                  | KEP1      | 0.909     | valid    |       |       |             |
| Performance      | KIN1      | 0.878     | valid    | 0.751 | 0.949 | Reliable    |
|                  | KIN2      | 0.913     | valid    |       |       |             |
|                  | KIN3      | 0.922     | valid    |       |       |             |
|                  | KIN4      | 0.892     | valid    |       |       |             |
|                  | KIN5      | 0.709     | valid    |       |       |             |

**Table 9. SEM analysis prerequisite test result****Observations farthest from the centroid (Mahalanobis distance) (Group number 1)**

| Observation number | Mahalanobis d-squared | p1   | p2   |
|--------------------|-----------------------|------|------|
| 1                  | 33.569                | .029 | .960 |
| 11                 | 33.201                | .032 | .868 |
| 38                 | 33.132                | .033 | .694 |
| ....               | ....                  | .... | .... |
| ....               | ....                  | .... | .... |
| 6                  | 12.645                | .892 | .484 |
| 69                 | 12.278                | .906 | .553 |
| 73                 | 12.278                | .906 | .423 |

**Assessment of normality (Group number 1)**

| Variable     | min   | max   | skew  | c.r.   | kurtosis | c.r.  |
|--------------|-------|-------|-------|--------|----------|-------|
| KIN5         | 1.000 | 5.000 | -.420 | -1.792 | -.035    | -.075 |
| KIN4         | 1.000 | 5.000 | -.438 | -1.869 | .277     | .591  |
| KIN3         | 1.000 | 5.000 | -.524 | -2.234 | .705     | 1.503 |
| ....         | ....  | ....  | ....  | ....   | ....     | ....  |
| ....         | ....  | ....  | ....  | ....   | ....     | ....  |
| KEP2         | 1.000 | 5.000 | -.557 | -2.373 | .091     | .194  |
| KEP3         | 1.000 | 5.000 | -.639 | -2.725 | .321     | .685  |
| KEP4         | 1.000 | 5.000 | -.484 | -2.065 | .130     | .278  |
| KEP5         | 1.000 | 5.000 | -.599 | -2.552 | .454     | .968  |
| Multivariate |       |       |       |        | 5.213    | .917  |

**Correlations: (Group number 1 - Default model)**

| MOT | <--> | KOMP | Estimate |
|-----|------|------|----------|
|     |      |      | .349     |

**Table 10. Goodness of fit model**

| Goodness of Fit Index    | Cut of Value | Analysis Result | Model Evaluation |
|--------------------------|--------------|-----------------|------------------|
| X2 chi square            | < 192,700    | 188,870         | Good Fit         |
| Significance Probability | $\geq 0,05$  | 0,073           | Good Fit         |
| RMSEA                    | $\leq 0,08$  | 0,039           | Good Fit         |
| GFI                      | $\geq 0,90$  | 0,858           | Marginal Fit     |
| AGFI                     | $\geq 0,90$  | 0,816           | Marginal Fit     |
| CMIN/DF                  | $\leq 2,00$  | 1,166           | Good Fit         |
| TLI                      | $\geq 0,95$  | 0,987           | Good Fit         |
| CFI                      | $\geq 0,95$  | 0,989           | Good Fit         |

#### 4.6 Structural Model Testing

**Live effect test:** The effect of work motivation on job satisfaction (MOT->SAT) has a p-value of \*\*\* with a cr of 3.589. Because the p value is 0.05 and the cr is greater than 1.96, it may be stated that job motivation has a positive and substantial effect on job satisfaction. This suggests that the more motivated Public Health Center personnel are, the more satisfied they are with their jobs. As a result, the hypothesis (1) that job motivation has an effect on non-civil servant employee performance is acceptable.

Additionally, the p-value for the remuneration variable's effect on work satisfaction (COMP->SAT) is highly significant (\*\*\*) at 5.497. Due to the 0.05 p-value and positive cr > 1.96, it can be stated that compensation has a positive and substantial effect on job satisfaction. This suggests that the more motivated non-civil servant employees at Public Health Center are, the more satisfied they are with their jobs. As a result, hypothesis (2) can be accepted. Compensation does have an effect on employee performance.

Apart from that, the p-value for the influence of work motivation on employee performance (MOT->PER) is significant (0.021) with a coefficient of determination of 2.307. Because the p value is 0.05 and the cr is positive > 1.96, it can be stated that work motivation has a positive and statistically significant effect on employee performance. This suggests that the more motivated the non-civil servant employees at the Public Health Center are, the higher their performance. As a result, hypothesis (3) on the effect of work motivation on job satisfaction can be accepted.

Additionally, the p-value for the remuneration variable's effect on employee performance (COMP->PER) is statistically significant (0.042) with a cr of 2.034. Due to the fact that the p-value

obtained is 0.05 and the cr is positive > 1.96, it can be inferred that remuneration has a positive and statistically significant effect on employee performance. This suggests that the more motivated the non-civil servant employees at the Public Health Center are, the higher their performance. As a result, hypothesis (4) can be accepted: remuneration has an effect on job satisfaction.

Additionally, the p-value for the influence of work satisfaction on employee performance (SAT->PER) is highly significant (\*\*\*) at 5.361. Due to the 0.05 p-value and positive cr > 1.96, it is established that compensation has a positive and substantial effect on employee performance. This means that the more motivated the non-civil servant employees at Public Health Center personnel are, the higher their performance. As a result, hypothesis (5) regarding the effect of job satisfaction on employee performance can be accepted. The following table summarizes the results of the live effect test.

#### 4.7 Indirect Effect Test

The results of the indirect effect test in table 12 show that job satisfaction is proven not to mediate the effect of motivation and compensation on non-civil servant employee performance.

#### 4.8 Coefficient of Determination

The analysis result in table 13 shows that the value of the squared multiple correlation of the job satisfaction variable is 0.448. It shows that the contribution given by the work motivation and compensation variables to the job satisfaction of the non-civil servant employees on non-civil servant at Public Health Center is 44.8%, while the remaining 55.2% variance in job satisfaction is affected by other factors outside of work motivation and compensation provided by the Public Health Center.

**Table 11. Live effect test result**

|     |      |      | <b>Estimate</b> | <b>S.E.</b> | <b>C.R.</b> | <b>P</b> | <b>Label</b> |
|-----|------|------|-----------------|-------------|-------------|----------|--------------|
| SAT | <--- | MOT  | .337            | .094        | 3.589       | ***      | par_5        |
| SAT | <--- | COMP | .431            | .078        | 5.497       | ***      | par_6        |
| PER | <--- | SAT  | .564            | .105        | 5.361       | ***      | par_7        |
| PER | <--- | MOT  | .202            | .088        | 2.307       | .021     | par_8        |
| KIN | <--- | KOMP | .157            | .077        | 2.034       | .042     | par_9        |

**Table 12. Indirect effect test**

| <b>Standardized Direct Effect</b>   |              |            |                  |             |
|-------------------------------------|--------------|------------|------------------|-------------|
|                                     | Compensation | Motivation | Job Satisfaction | Performance |
| Job Satisfaction                    | .496         | .311       | .000             | .000        |
| Performance                         | .177         | .183       | .552             | .000        |
| <b>Standardized Indirect Effect</b> |              |            |                  |             |
| Job Satisfaction                    | .000         | .000       | .000             | .000        |
| Performance                         | .274         | .172       | .000             | .000        |

**Table 13. Determination coefficient**

| <b>Endogen Variable</b> | <b>R-Square</b> |
|-------------------------|-----------------|
| Job Satisfaction        | 0,448           |
| Performance             | 0,606           |

## 5. CONCLUSIONS

The study's findings indicate that the non-civil servants' employee motivation at the Public Health Center of Tambrauw Regency affects their performance and job satisfaction. This suggests that the more motivated the non-civil servant employees are at the Public Health Center, the greater their performance and job satisfaction. Apart from that, compensation has an effect on the non-civil servant employees' performance and job satisfaction. That is, the more money paid to Public Health Center non-civil servant employees, the higher their performance and job satisfaction. It is also in line with the job satisfaction that has an effect on the Public Health Center non-civil servant employees' performance. This suggests that the more satisfied an employee is with his or her employment, the higher the employee's performance. Other than that, the indirect variable which is job satisfaction also affects the the non-civil servants' employee motivation and compensation at the Public Health Center of Tambrauw Regency on their performance.

## DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and

producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

## CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

## COMPETING INTERESTS

Author has declared that no competing interests exist.

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