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The Influence of Compensation on Employee Performance Through Commitment and Motivation at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Branch, Jambi

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Abstract: This research aims to achieve several objectives, which include: 1) Explaining the aspects of compensation, commitment, motivation, and employee performance at Bank BRI Abunjani Sipin Jambi Branch; 2) Examining the influence of compensation on employee commitment; 3) Investigating the impact of compensation on employee motivation; 4) Assessing the effect of compensation on employee performance; 5) Evaluating how commitment affects employee performance; 6) Analyzing the influence of work motivation on employee performance; 7) Studying the effect of compensation on employee performance mediated by commitment; and 8) Assessing the effect of compensation on employee performance mediated by motivation. The study's population comprises 114 employees at the BRI Sipin Branch in Jambi City in 2023, with a saturated sampling technique being utilized. This research employs a quantitative methodology with a survey approach and utilizes Partial Least Squares (PLS) for data analysis. The findings reveal that compensation exerts both direct and indirect positive and significant effects on employee performance, mediated by commitment and motivation. Furthermore, commitment and motivation themselves have a direct and significant positive influence on employee performance. These findings indicate that when the compensation provided aligns with employees' expectations, it enhances their commitment and motivation, resulting in improved work performance.

Keywords: Compensation, Commitment, Motivation and Performance.

INTRODUCTION

The rapid development of technology today has driven companies worldwide to expand their businesses, leading to increased competition. This requires each company to sustain itself and enhance its quality. One way to achieve this is by gaining a competitive advantage. According to Moran and Brightman, as cited in Mangkunegara (2017), companies can achieve competitive advantage by utilizing various sources, including physical resources, financial resources, organizational structure and process systems, and human resources (HR).

Human resources (HR) are the primary source of competitive advantage because only HR can manage other sources of competitive advantage. The presence of HR in an organization is crucial, as they are the ones who initiate the formation of the organization,

play a role in making decisions across all functions, and determine the sustainability of the organization (Panggabean, 2010).

Jackson et al. (2010) stated that managing human resources is no longer an option but a necessity. To succeed in a competitive market, companies must have the best people in all parts of their organization. This also applies to Bank Rakyat Indonesia (BRI) Abunjani Sipin Jambi Branch. As one of the largest national banks in Indonesia serving a diverse range of customers, including individual and business clients, BRI must effectively manage its human resources to ensure they are skilled and capable of performing their tasks efficiently.

One of the key functions in human resource management is compensation. Compensation plays a vital role in HR management because it is one of the most sensitive aspects of the employer-employee relationship. The amount of compensation can influence performance, work motivation, and job satisfaction (Sutrisno, 2017). Additionally, compensation is also a major factor affecting motivation (Armstrong, 2012), performance (Dessler, 2015), and employee retention (Milkovich et al., 2011) within an organization. Effective compensation not only enhances employee satisfaction but also strengthens their commitment to the company (Robbins & Judge, 2017).

Compensation is a key factor that determines whether an employee can work effectively and remain with an organization for a long time. Adequate and transparent compensation fosters a high level of job commitment among employees. Compensation is not only related to financial aspects but can also be non-financial, although financial aspects remain the primary focus. The implementation of compensation should not only be adequate for employees but also fair to others, balanced, and include provisions for bonuses or incentives to strengthen their sense of job commitment (Norman et al., 2015).

Norman et al. (2015), in their study, also stated that without adequate and clear compensation, employees will not have a strong work commitment and may even lack proper motivation. This could lead to laziness, and they might even consider leaving their jobs in search of better compensation elsewhere. Therefore, providing adequate and transparent compensation significantly impacts employees' work commitment.

In addition to influencing employee commitment, compensation plays a significant role in motivating individuals to work. Supriyono (2021) highlighted in his study that compensation is a crucial issue for employees as it serves as a trigger for motivation to perform well. Furthermore, Sutrisno (2017) also stated that compensation is the best way a company can use to boost employee motivation.

Several other studies have also highlighted the influence of compensation on employee work motivation. Among them are Anggrainy et al. (2018), Saputra (2018), Syamsir & Tamsah (2018), Nuraeni et al. (2019), Armantari et al. (2021), and Muchzen et al. (2019), who found a significant relationship between the compensation variable and employee work motivation.

In addition to influencing work commitment and motivation, optimal employee performance is often related to the compensation they receive. Research shows that when employees feel valued through adequate compensation, they are more likely to contribute more toward achieving organizational goals. Dessler (2015) stated that effective compensation can impact employee performance and ultimately enhance the overall productivity of the organization.

Optimal employee performance plays a key role in achieving organizational goals, especially in the highly competitive banking sector. In organizations like banks, success depends on the quality of service provided to customers, operational efficiency, and the ability to adapt to market changes. The good performance of each individual or team directly contributes to achieving financial targets, customer satisfaction, and business growth. According to Mathis & Jackson (2019), optimal performance occurs when employees work

effectively and efficiently, aligning with the organization's vision and mission. This enables the organization to achieve its goals more quickly and accurately.

This study aims to describe compensation, commitment, motivation, and employee performance at Bank BRI Abunjani Sipin Jambi Branch. It also seeks to analyze the impact of compensation on employee performance, both directly and indirectly through employee commitment and work motivation.

METHOD

This study was conducted using a descriptive and quantitative approach. The descriptive research aims to analyze data to obtain a description or depiction of compensation, commitment, motivation, and employee performance through sample data as it exists, conducting analysis, and drawing conclusions that apply generally to BRI Sipin Jambi Branch. Meanwhile, the quantitative research is used to examine the relationships between compensation, through commitment and motivation, and employee performance, through hypothesis testing based on data collected from the field. This study will enable the development of a theory that can function to explain, predict, and control a phenomenon.

The study employs a survey method by distributing questionnaires to employees as respondents. The questionnaire contains statements aimed at examining how compensation influences employee performance, both directly and through the mediating factors of commitment and motivation.

This research utilizes a sample drawn from the population and relies on a questionnaire as the main instrument for data collection. The data is gathered using a cross-sectional or one-time observation approach, where information is collected at a single point in time (Sugiyono, 2019), specifically from early 2024 until the end of the year.

To address all the proposed hypotheses, the researcher utilizes a questionnaire to gather data by asking respondents to provide answers and feedback to the questions presented. This study employs a closed-ended questionnaire, where the questions are designed to limit respondents' answers using a 1 to 5 scale based on the Likert Summated Rating (LSR) method.

Given the complexity of the research model, the Partial Least Square (PLS) method is employed to simplify data analysis and identify indirect effects. PLS is a type of Structural Equation Modeling (SEM) that relies on components or variance. As explained by Ghazali and Latan (2015), PLS serves as an alternative to the covariance-based SEM approach, focusing instead on a variance-based perspective. While covariance-based SEM is typically used to test causality or theory, PLS functions as a predictive modeling tool. PLS is considered a robust analytical method (Ghozali & Latan, 2015) due to its minimal reliance on strict assumptions.

RESULT AND DISCUSSION

Respondent Profile

The respondent profile will be presented based on Gender, Age, Education Level, and Length of Service, involving a total of 114 participants. The questionnaire was administered at PT. Bank Rakyat Indonesia (BRI) (Persero) Tbk, Abunjani Sipin Jambi Branch, using a random sampling technique. From the data collected through the distributed questionnaires, the characteristics of each respondent were identified. This information is expected to provide valuable insights, as detailed in the following sections.

Table 1. Respondent Profile

No	Respondent Profile	Frequency	Percentage (%)
1 Gender			
	Man	79	69,3
	Woman	35	35,7
2 Age Group			
	< 25 Years	3	2,6
	25 - 35 Years	62	54,4
	36 - 45 Years	38	33,3
	> 45 Years	11	9,6
3 Education			
	Diploma degree	54	4,4
	Bachelor degree	101	88,6
	Master degree	8	7
4 Working Period Group			
	< 5 Years	16	14
	5 - 10 Years	74	64,9
	> 10 Years	24	21,1

Source: Processed data (2024)

Description of Research Variables

A descriptive analysis was carried out to provide an overview of the conditions related to compensation, commitment, motivation, and employee performance at PT. BRI (Persero) Tbk, Abunjani Sipin Jambi Branch. This analysis utilized a Likert scale to measure the respondents' level of agreement or disagreement with the given statements. The summary of the descriptive analysis results is prelsented in the table below.

Table 2. Description of Research Variables

Nlo	Variable	Item	Score	Scale Range	Information
1	Compensation	12	5.066	4.651,2 - 5.745,5	Good
2	Commitment	10	4.204	3.876 - 4.787,9	Tall
3	Motivation	10	4.107	3.876 - 4.787,9	Tall
4	Performance	10	4.214	3.876 - 4.787,9	Tall

Source: Processed data (2024)

Research Data Analysis Using Smart PLS 3. 0

Based on the initial stage analysis carried out, the following results were obtained:

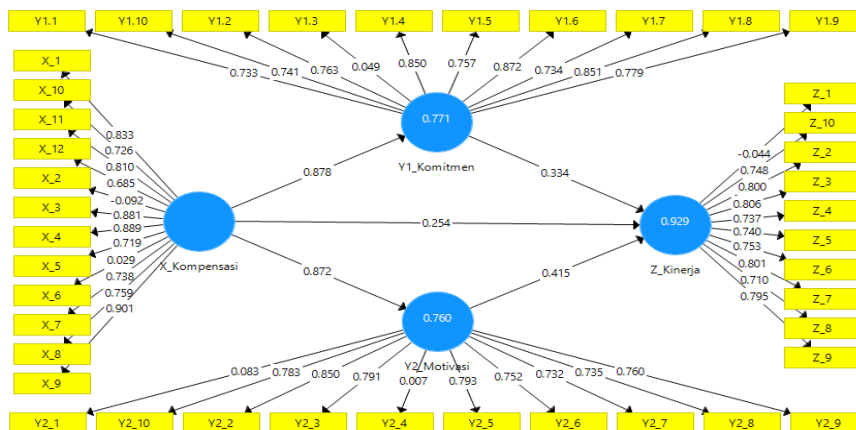


Figure 1. Results of Phase I Data Processing

Figure 1 above clearly shows that the contribution of each indicator to the latent variable includes several indicators that are not valid (< 0.7), namely for indicators X_2 (-0.092), X_26 (0.029), X_12 (0.685), Y1_3 (0.049), Y2_1 (0.083), Y2_4 (0.007), and Z_1 (-0.044). The remaining indicators are valid (> 0.7). To meet the required convergent validity, which is greater than 0.7, a re-estimation was performed by eliminating the indicators that were deemed invalid. The results after the re-estimation can be seen in Figure 2 below.

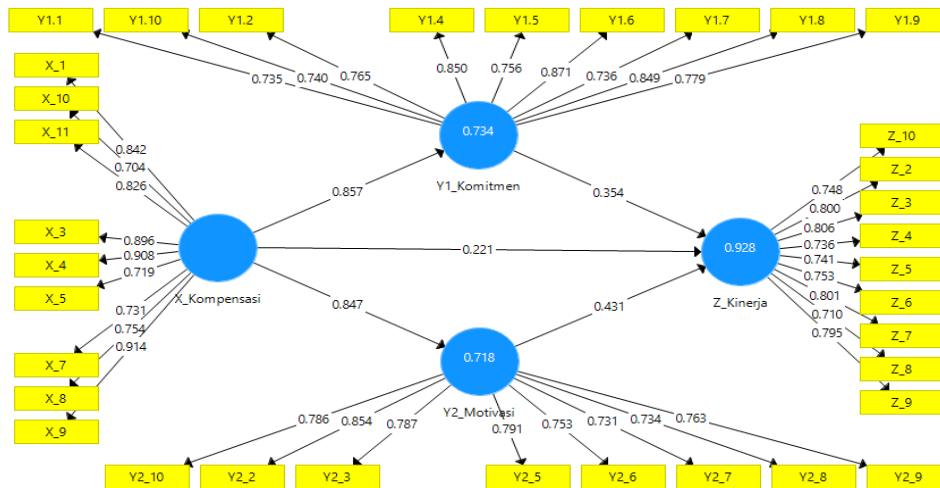


Figure 2. Outer Model After Reestimation

After the re-estimation was performed by eliminating the indicators with values below the standard, no indicators with a loading factor < 0.7 were found. All indicators showed a loading factor > 0.7, indicating that all indicators building the construct are valid, and therefore no further re-estimation is needed. The largest loading factor was found in indicator X_9, with a loading factor of 0.914, while the lowest loading factor was in indicator Z_8, with a loading factor of 0.710.

Inner Model Analysis

Once the model evaluation is complete and it is confirmed that all constructs satisfy the criteria for Convergent Validity, Discriminant Validity, and Composite Reliability, the process proceeds to structural model evaluation. This step includes assessing model fit, Path Coefficients, R², and F². The model fit test is conducted to evaluate how well the model aligns with the observed data.

a. Model Fit

The Goodness of Fit (GoF) test is conducted to assess the combined performance of the measurement model (outer model) and the structural model (inner model). The GoF value is determined through manual calculations as outlined below.

It is known:

$$AVE = (0,663 + 0,662 + 0,601 + 0,587) / 4 = 0,628$$

$$R2 = 0,928$$

$$GoF = \sqrt{AVE \times R2}$$

$$GoF = \sqrt{0,628 \times 0,928}$$

$$GoF = \sqrt{0,583016}$$

$$GoF = 0,764$$

The GoF calculation yields a value of 0.764. GoF values are classified as follows: small = 0.1, medium = 0.25, and large = 0.36. Based on these results, it can be concluded that the overall integration of the measurement model (outer model) and the structural model (inner model) is strong, as the GoF value exceeds 0.36, indicating a large GoF scale.

b. R Square (R²)

The R² value is utilized to evaluate the effect of specific endogenous and exogenous variables, helping to determine if they have a meaningful impact (Ghozali & Latan, 2015). R² values of 0.67, 0.33, and 0.19 suggest that the model is classified as "good," "moderate," and "weak," respectively (Ghozali & Latan, 2015).

Table 3. R Square Test Results

	R Square	R Square Adjusted
Y1_Commitment	0,734	0,732
Y2_Motivation	0,718	0,715
Z_Performance	0,928	0,926

Source: SmartPLS Output 3, 2024.

Referring to Table 4.13, the R Square values can be interpreted as follows.

- 1) The R Square value for Y1_Commitment is 0.734, indicating a "good" model. This means that 73.4% of the variation in commitment is influenced by compensation, while the remaining 26.6% is attributed to other factors.
- 2) The R Square value for Y2_Motivation is 0.718, also showing a "good" model. This implies that 71.8% of the variation in motivation is driven by compensation, with the remaining 28.2% explained by other factors.
- 3) The R Square value for Z_Performance is 0.928, signifying a "good" model. It indicates that 92.8% of the variation in performance is influenced by compensation, commitment, and motivation, while 7.2% is explained by other factors.

c. Q Square

A model is considered to have relevant predictive value if the Q square value is greater than 0 (> 0) (Hair et al., 2014). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is calculated using the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) (1 - R3^2)$$
$$Q^2 = 1 - (1 - 0,734^2) (1 - 0,718^2) (1 - 0,928^2)$$
$$Q^2 = 1 - (0,461) (0,485) (0,139)$$
$$Q^2 = 1 - 0,031$$
$$Q^2 = 0,969$$

The result of the Q² calculation in this study is 0.969, meaning that the model in this study is considered to have predictive relevance because the value of 0.969 is greater than 0 and is categorized as strong.

d. F Square

F-square is computed to assess the significance of changes in R-square when a particular construct is removed from the model. This helps determine whether the excluded construct has a meaningful impact on the endogenous construct. The F-square value is interpreted using the following thresholds: 0.02, 0.15, and 0.35, which represent small, medium, and large effects, respectively. If the effect size is below 0.02, it suggests that the

variable has no impact (Hair et al., 2014). The F-square values are presented in the table below as follows:

Table 4. F-Square Value

	Y1_Commitment	Y2_Motivation	Z_Performance
X_Compensation	4,874	3,045	0,208
Y1_Commitment			0,231
Y2_Motivation			0,100

Source: SmartPLS Output 3, 2024.

Based on the data processing results in the table above, it can be seen that there is one variable with a small contribution to the R-square value in the research model, which is the f-square value for the motivation variable's effect on performance, which is 0.100 (small). Then, for the compensation variable, the effects on commitment, motivation, and performance are 4.874 (large), 3.045 (large), and 0.208 (medium), respectively. Meanwhile, the effect of commitment on performance is 0.231 (medium).

Structural Model Testing

The following will present the results of the structural model after the bootstrapping process has been carried out.

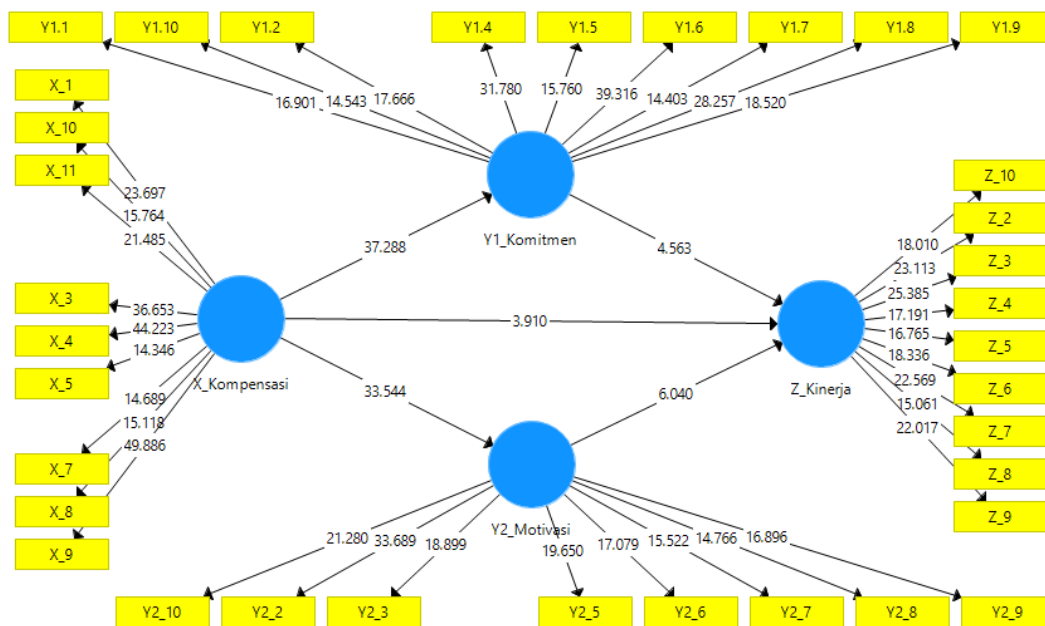


Figure 3. Structural Model Results Through Bootstrapping

To find out whether the structural model in the research can be seen in the following table.

Table 5. Path Coefficients

	Original Sample (O)
X_Compensation -> Y1_Commitment	0,857
X_Compensation -> Y2_Motivation	0,847
X_Compensation -> Z_Performance	0,221

	Original Sample (O)
Y1_Commitment -> Z_Performance	0,354
Y2_Motivation -> Z_Performance	0,431
X_Compensation -> Y1 Commitment -> Z_Performance	0,303
X_Compensation -> Y2 Motivation -> Z_Performance	0,365

Source: SmartPLS Output 3, 2024.

Based on the results of the path coefficient analysis in Table 4.15 above, the following conclusions can be drawn:

- 1) The effect of compensation on commitment is 0.857, indicating a positive value. This suggests that an increase in compensation is aligned with an increase in employee commitment. In other words, if the compensation provided meets employee expectations by one unit, it will be followed by an increase in employee commitment by 85.7%.
- 2) The effect of compensation on motivation is 0.847, indicating a positive value. This suggests that an increase in compensation is aligned with an increase in employee motivation. In other words, if the compensation provided meets employee expectations by one unit, it will be followed by an increase in employee motivation by 84.7%.
- 3) The effect of compensation on performance is 0.221, indicating a positive value. This suggests that an increase in compensation is aligned with an increase in employee performance. In other words, if the compensation provided meets employee expectations by one unit, it will be followed by an increase in employee performance by 22.1%.
- 4) The effect of commitment on performance is 0.354, indicating a positive value. This suggests that an increase in commitment is aligned with an increase in employee performance. In other words, if employee commitment increases by one unit, it will be followed by an increase in employee performance by 35.4%.
- 5) The effect of work motivation on performance is 0.431, indicating a positive value. This suggests that an increase in work motivation is aligned with an increase in employee performance. In other words, if work motivation increases by one unit, it will be followed by an increase in employee performance by 43.1%.
- 6) The effect of compensation through commitment on performance is 0.303, indicating a positive value. This suggests that an increase in compensation through commitment is aligned with an increase in employee performance. In other words, if compensation through employee commitment increases by one unit, it will be followed by an increase in employee performance by 30.3%.
- 7) The effect of compensation through work motivation on performance is 0.365, indicating a positive value. This suggests that an increase in compensation through work motivation is aligned with an increase in employee performance. In other words, if compensation through work motivation increases by one unit, it will be followed by an increase in employee performance by 36.5%.

Hypothesis Testing

In this study, hypothesis testing was conducted using a significance level of 5% (two-tailed) and a confidence level of 95%. The guideline applied here is that the t-statistic value should exceed 1.96 for two-tailed hypotheses with a p-value of 0.05 (5%) and a positive beta coefficient. The outcomes of the hypothesis testing using bootstrapping are summarized in Table 6 as follows:

Table 6. Direct Influence Results

	T Statistics (O/STDEV)	P Values	Rule of Thumb	Conclusion
X_Compensation -> Y1_Commitment	37,288	0,000	0,05	Hypothesis accepted
X_Compensation -> Y2_Motivation	33,544	0,000	0,05	Hypothesis accepted
X_Compensation -> Z_Performance	3,910	0,000	0,05	Hypothesis accepted
Y1_Commitment -> Z_Performance	4,563	0,000	0,05	Hypothesis accepted
Y2_Motivation -> Z_Performance	6,040	0,000	0,05	Hypothesis accepted

Source: SmartPLS Output 3, 2024.

Discussion

Compensation has a positive and significant effect on employee work commitment, reflecting the extent to which employees feel attached, loyal, and motivated to contribute their best in their work. Compensation can influence employee commitment by increasing feelings of being valued and satisfied, which in turn strengthens the emotional bond between employees and the organization. In this context, fair and adequate compensation can enhance employees' affective commitment, which refers to their emotional attachment to the organization. On the other hand, if compensation is perceived as inadequate or unfair, employees may feel undervalued and tend to have lower commitment (Meyer & Allen, 1997).

Compensation is something that employees receive as a reward for their work. Proper compensation is one of the most important factors for both organizations and employees. When compensation is given correctly and consistently, employees' commitment to working better to achieve organizational goals is enhanced. If the compensation provided by the organization to employees is inadequate or inappropriate, it will result in a decline in job performance (Anggrainy et al., 2018).

Compensation plays a crucial role in building employee loyalty. Employees who feel valued through fair compensation are more likely to show loyalty and be willing to invest in the long-term success of the organization. Robbins & Judge (2016) state that employee loyalty can be nurtured through the provision of compensation that is considered fair and commensurate with the efforts they make.

Allen and Meyer (1997) explain that adequate compensation can enhance affective commitment because employees feel that the organization values their contributions and cares about their well-being. Furthermore, Meyer and Allen (1997) note that competitive and rewarding compensation can increase employees' continued commitment to the organization.

Compensation has a positive and significant effect on employee work motivation, which explains that employees who feel that the compensation they receive is in line with their work contributions are more likely to be motivated to perform better. This is based on Equity Theory, which suggests that employees compare the rewards they receive with the effort they put into their work. If the reward is perceived as fair, they will feel valued and motivated to produce optimal results.

Compensation refers to the benefits or rewards received by employees from the company as a form of remuneration for their work (Sedarmayanti, 2019). Compensation is an important issue for employees as it serves as a trigger for motivation to work well. Therefore, providing fair compensation based on employees' tasks and responsibilities is something that companies need to consider (Supriyono, 2021).

Providing good compensation will encourage employees to work better and more productively. When employees' expectations regarding compensation are met by the company, they will feel treated fairly by the organization. Moreover, this sense of fairness will lead to employee satisfaction with the compensation they receive, thereby boosting their work motivation (Kurniawan, 2022). This is in line with what Wiranata (2021) and Bukit et al. (2023) have stated in their studies, which highlight that providing fair and adequate compensation is essential to motivating employees to work better.

Compensation has a significant effect on employee performance, which explains that if the compensation received by employees is aligned with the contributions they make to the company, employees will continuously be able to improve their performance by providing quality and quantity in their work to achieve the company's goals.

Optimal employee performance is often related to the compensation they receive. Research shows that when employees feel valued through adequate compensation, they tend to contribute more to the achievement of organizational goals. Dessler (2015) states that effective compensation can influence employee performance and ultimately enhance overall organizational productivity. Furthermore, Dessler (2015) also notes that a transparent and performance-based compensation system can encourage employees to contribute more to the achievement of organizational goals. By providing appropriate compensation, organizations not only ensure employee well-being but also motivate them to achieve optimal performance.

Several studies conducted previously by Anggriyanti et al. (2022), Syamsir & Tamsah (2018), Saputra (2018), Widodo & Yandi (2022), Nuraeni et al. (2019), Armantari et al. (2021), Yudha et al. (2023), and Muchzen et al. (2019) also highlight the importance of effective compensation management to improve employee performance, as well-managed compensation that meets employee expectations has a significant impact on achieving optimal employee performance.

Employee work commitment has an impact on employee performance, meaning that if employees have strong commitment to their work, they will contribute their best efforts in their roles, thereby achieving more optimal work results. This is because employees with a high level of work commitment tend to have a greater motivation to achieve organizational goals, work proactively, and show loyalty that leads to increased work productivity (Meyer & Allen, 1997).

Work commitment is a key factor that influences employee performance within an organization. Employees with a high level of commitment tend to show greater dedication to their work, which positively impacts their performance. Work commitment includes the employee's willingness to work hard to achieve organizational goals, loyalty to the company, and the desire to continue contributing in the long term.

Several studies conducted by Saputra (2018), Anggriyanti et al. (2022), Arifin & Darmawan (2021), Jelatu (2024), Barlian et al. (2022), and Suyono et al. (2024) found a positive relationship between work commitment and employee performance. Employees with strong work commitment tend to be more responsible and motivated to complete their tasks well, resulting in higher performance.

An employee with high commitment will exhibit different behaviors compared to an employee with low commitment (Mowday et al. in Arifin & Darmawan, 2021). High commitment leads employees to be responsible for their work and consistently show loyalty to the organization. High commitment also results in good performance, as indicated by low absenteeism and low employee turnover (Darmawan et al., 2020).

Furthermore, commitment will encourage employees to retain their jobs and deliver the best results for the organization (Mardikaningsih et al., 2017). On the other hand, low commitment will lead employees to prioritize their own interests or those of their group,

ultimately lowering performance, which can harm the organization (Arifin & Darmawan, 2021).

Employee work motivation has a significant impact on employee performance because motivation is an internal drive that encourages individuals to work at their best to achieve set goals. When employees have high work motivation, they tend to be more enthusiastic, proactive, and focused on completing tasks. This, in turn, positively affects the achievement of organizational targets (Robbins & Judge, 2017). Motivation is a key factor in improving work productivity because motivated employees strive to continually improve the quality and efficiency of their work.

Motivation is one of the factors that support work effectiveness, as motivation is an internal state that activates and directs a person's behavior toward specific goals (Steers, 2009). Siagian (2012) suggests that low work motivation can affect employees' performance, leading to suboptimal outcomes. As a driving force, motivation enables individuals to perform various activities, including human behavior, thus making them willing and able to provide more effective performance.

Work motivation plays a crucial role in determining employee performance. High motivation encourages employees to work harder, smarter, and more creatively in achieving organizational goals (Widodo et al., 2019). When employees are motivated, they tend to demonstrate greater dedication, discipline, and initiative, ultimately contributing to overall performance improvement.

Several studies conducted by Zahari et al. (2024), Edi et al. (2023), Supriyono (2021), Syamsir et al. (2024), Saputra (2018), Nuraeni et al. (2019), Armantari et al. (2021), Syamsir & Tamsah (2018), and Muchzen et al. (2019) found a positive relationship between work motivation and employee performance. According to Armantari et al. (2021), intrinsic work motivation, such as providing opportunities for achievement, career advancement, authority, and responsibility, can improve employee performance. The higher the intrinsic motivation, the more effective employee performance becomes.

In line with this, Tiatna (2015) also highlights that motivation and performance are closely related, with one influencing the other. Moreover, various studies on the relationship between the two show that good motivation leads to good performance. Additionally, Mangkunegara (2017) states that motivation serves as an internal driving force. With this motivation, employees develop a desire to work harder, which results in increased performance. Therefore, motivation is an essential trait for every employee to possess.

CONCLUSION

This study makes several conclusions based on the research results and discussions that have been explained, namely:

1. Compensation, commitment, motivation, and employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch are in good condition.
2. Compensation has a positive and significant impact on employee work commitment at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.
3. Compensation has a positive and significant impact on employee work motivation at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.
4. Compensation has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.
5. Work commitment has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.
6. Work motivation has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.

7. Compensation through employee work commitment has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.
8. Compensation through employee work motivation has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Abunjani Sipin Jambi branch.

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