

# The Impact of Compensation and Career Development on Employee Performance Through Work Motivation: A Study at PT. Daya Analitika Sentosa

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**Abstract:** This research investigates the impact of compensation and career development on job performance at PT. Daya Analitika Sentosa (DAS), with work motivation as a mediating variable. The study utilized an explanatory research design and a quantitative approach, involving a population of 68 DAS employees and a final sample size of 66 through total sampling. Data was collected using structured questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results show that both compensation and career development significantly impact motivation. Compensation also has a direct positive effect on job performance, whereas career development does not directly affect performance. However, motivation plays a mediating role, strengthening the influence of both compensation and career development on job performance. These findings suggest that DAS can enhance its Human Resource practices by focusing on compensation and motivation strategies to improve employee performance.

**Keywords:** Compensation, Career Development, Employee Performance, Work Motivation

## INTRODUCTION

Human resources are the most crucial assets of any organization, playing a key role in achieving strategic objectives. Effective human resource management is essential to enhance both organizational effectiveness and efficiency. In corporate settings, employees are the driving force behind the company's success (Tamimi & Abdullah, 2023).

Job performance is a critical indicator of an employee's work quality and output, influenced by skills, dedication, and the completion of tasks. It refers to an employee's effectiveness in fulfilling work responsibilities, typically measured through the quality, efficiency, and consistency of output (Darmawan, 2023; Septiono et al., 2020). It directly benefits both the individual and the organization, contributing to productivity and the achievement of strategic goals (Lee et al., 2024; Ping et al., 2024). Research in human resource management identifies factors such as compensation and career development as essential for maintaining a motivated workforce. Compensation includes both financial rewards, like salary and bonuses and indirect benefits, such as healthcare and retirement plans (William & Ekawati, 2022). Fair compensation and clear career opportunities not only boost motivation but also play pivotal roles in enhancing job performance (Marina et al., 2023; Syam et al., 2023). Motivation involves both intrinsic factors, such as personal satisfaction and professional fulfillment, and extrinsic factors, such as rewards or recognition. This internal drive, influenced by an employee's work environment, rewards, and developmental opportunities, pushes employees to achieve their goals (Kurniyanti & Suwanto, 2023; Kuswandi & Sutrisno, 2023).

Another factor that can contribute to enhance motivation and performance are the career development. Career development refers to the structured process through which employees are provided with opportunities to grow

professionally within an organization. This includes access to training programs, mentorship, skills enhancement, and clear pathways for promotion. Career development aims to satisfy employees' aspirations for advancement and growth, thereby boosting their engagement, commitment, and loyalty to the organization (Anthony & Weide, 2019; Setyadi & Budiyo, 2021).

PT. Daya Analitika Sentosa (DAS), established in 2022, is a leading professional development and consulting firm in Asia, recognized for its unique approach of blending academic theories with practical industry insights. DAS specializes in providing services such as leadership development, market intelligence, organizational health checks, and customized training programs. These services are designed to help clients achieve sustainable growth and maintain competitiveness in a dynamic market. The DAS team is a blend of academic and industry experts capable of integrating these fields into quickly applicable knowledge and expertise.

Previous studies have shown mixed results regarding these relationships of compensation and career development on job performance. Some research, grounded in Herzberg's Two Factor's Theory, indicates a positive influence, suggesting that higher compensation levels boost motivation and job performance (Ekhsan & Septian, 2021; Sari et al., 2020). On the other hand, other studies find no significant impact of compensation on performance, implying that other factors like may be more influential (Ardiana et al., 2018). Similarly, while some studies affirm the positive impact of career development on work motivation and performance, others suggest no significant effect, indicating the presence of mediating factors such as external opportunities (Jufrizen & Pulungan, 2017; Rozy, 2021). This inconsistency highlights the need to examine these variables within the specific context of DAS to determine how these factors operate in practice.

At PT. Daya Analitika Sentosa, there are indications that existing compensation structures and career development opportunities may not fully meet employee expectations, potentially impacting motivation and, by extension, performance. Career development, which encompasses opportunities for growth, training, and professional development, plays a vital role in enhancing motivation and performance (Sisca et al., 2018). Employees at PT. Daya Analitika Sentosa exhibit higher commitment and productivity when they have clear pathways for career advancement. However, a lack of career development opportunities may reduce work motivation, further affecting performance.

Addressing the relationships among compensation, career development, motivation, and job performance is essential for enhancing employee performance and organizational success at DAS. Insights from this study can guide the development of management practices that foster a motivated and high-performing workforce. Aligning company policies with employee needs supports both individual and organizational goals, benefiting DAS and contributing to the broader field of human resource management.

The primary objective of this research is to analyze the influence of compensation and career development on employee job performance at PT. Daya Analitika Sentosa, with work motivation serving as a mediating factor. Specifically, the study aims to examine the direct effects of compensation on employee motivation and job performance, assess the impact of career development on motivation and performance, and determine the extent to which motivation mediates the relationship between compensation, career development, and job performance.

This study offers both theoretical and practical benefits. Theoretically, this research contributes to the existing body of knowledge in human resource management by clarifying the relationships among compensation, career development, motivation, and performance. The findings will add to the debate on whether and how these variables impact job performance, addressing gaps in the literature by providing insights specific to a consulting firm context. Practically, for DAS management, this study provides actionable insights into how compensation and career development policies can be optimized to improve motivation and performance. By understanding these relationships, DAS can enhance its HR practices to foster a more motivated and committed workforce, ultimately contributing to organizational success and employee satisfaction.

## **METHODS**

This study, categorized as explanatory research, employs a quantitative approach to analyze the relationships among key variables: Job Performance, Work Motivation, Compensation, and Career Development. Explanatory research is an approach aimed at explaining how variables relate to each other and the impact of one variable on another through hypothesis testing (Sugiyono, 2022). While quantitative research focuses on precise measurement and variable definition before data collection, using numerical techniques to translate abstract ideas into specific data points (Creswell & Creswell, 2023)

In this study, job performance is evaluated using indicators like task completion and contribution to organizational goals (Fu et al., 2021), while work motivation is assessed through aspects like pride, achievement, and responsibility

(Siagian & Jahja, 2024). Compensation includes salary, incentives, and benefits (Karakhan et al., 2021), and Career Development is measured by opportunities for promotion and access to training (Silva et al., 2013).

Conducted at PT. Daya Analitika Sentosa (DAS), the study included a population of 68 employees, with a sample of 66 employees selected through total sampling, excluding the founders. Data were gathered using structured questionnaires with a Likert scale and supplemented by relevant literature.

To ensure accuracy and consistency, validity and reliability tests were performed, with a Corrected Item-Total Correlation above 0.30 and Cronbach Alpha over 0.60. Data were then analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), a method suitable for predictive modeling in smaller samples with complex constructs. Mediation effects were assessed using Baron and Kenny's method, applying a 0.05 significance level to identify meaningful relationships via P-values.

## RESULT AND DISCUSSION

This research uses a 5-point Likert scale in the questionnaires provided to employees. Respondents are asked to select from the following options: *sangat setuju*/strongly agree (SS), *setuju*/agree(S), *kurang setuju*/somewhat agree (KS), *tidak setuju*/disagree (TS), and *sangat tidak setuju*/strongly disagree (STS). Each variable is measured based on specific indicators.

Questionnaires were given to 66 respondents. The sample of 66 employees from PT. Daya Analitika Sentosa (DAS) includes an equal distribution of genders, with 33 males and 33 females, each representing 50% of the total sample. The employees fall into four age ranges: the largest group, aged 30-40 years, represents 33.3% of respondents. The 41-50 and over 50 age groups each comprise 25.8% of the sample, while the smallest group, aged 19-29 years, makes up 15.2%.

### Compensation

The compensation variable in this study consists of four indicators:

1. **Provision of Facilities:** Employees rated the availability of facilities to support their tasks the highest, with an average score of 4.61, indicating a very positive perception.
2. **Additional Compensation for Extra Work:** This indicator received an average score of 4.44, reflecting employees' satisfaction with rewards for work that goes beyond their standard workload.
3. **Alignment of Payment with Job Workload:** The perception that monetary payments or entitlements are appropriate for the job workload received an average score of 4.38, also falling in the high category.
4. **Health and Holiday Allowances:** The lowest-rated indicator, with an average score of 4.23, pertains to employees' satisfaction with health and holiday allowances, though it still falls within the high category.

The following is the response to the variable compensation as shown in the table below.

**TABLE 1.** Compensation Statement Scale

Indicator	Answer to the Statement Submitted										Score
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
X11	25	37.9	41	62.1	0	0	0	0	0	0	4.38
X12	29	43.9	37	56.1	0	0	0	0	0	0	4.44
X13	16	24.2	49	74.2	1	1.5	0	0	0	0	4.23
X14	40	60.6	26	39.4	0	0	0	0	0	0	4.61
Average											4.42

Source: Results of Primary Data Processing (2024)

### Career development

The career development variable in this study consists of six indicators:

1. **Effective Leadership in Career Development Programs:** Rated the highest, with an average score of 4.23, reflecting that strong leadership in career development boosts employee performance by enhancing morale and engagement.

2. **Supportive Physical Environment:** This indicator received an average score of 4.12, indicating that a supportive environment contributes to higher job satisfaction as employees feel valued in their roles.
3. **Resources for Skill Enhancement:** Scoring an average of 4.08, adequate resources allow employees to continuously improve their competencies, aligning with job demands.
4. **Teamwork and Collaboration:** With a score of 4.05, this indicator highlights that teamwork fosters integrity and aligns employees with the organization’s goals.
5. **Positive Coworker Relationships:** An average score of 3.94 suggests that positive relationships contribute to work motivation, helping keep employees engaged and committed.
6. **Retention Rates:** The lowest-rated indicator, with an average score of 3.82, suggests room for improvement to enhance retention, as employees are more likely to stay with an organization that invests in their growth and career paths.

The following is the response to the variable career development as shown in the table below.

**TABLE 2.** Career Development Statement Scale

Indikator	Answer to the Statement Submitted										Score
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
X21	17	25.8	43	65.2	4	6.1	1	1.5	1	1.5	4.12
X22	16	24.2	42	63.6	6	9.1	1	1.5	1	1.5	4.08
X23	10	15.2	40	60.6	10	15.2	6	9.1	0	0	3.82
X24	11	16.7	44	66.7	7	10.6	4	6.1	0	0	3.94
X25	25	37.9	35	53.0	3	4.5	2	3.0	1	1.5	4.23
X26	18	27.3	38	57.6	6	9.1	3	4.5	1	1.5	4.05
Average											4.04

Source: Results of Primary Data Processing (2024)

### Work Motivation

The work motivation variable in this study consists of six indicators:

1. **Desire for High Achievement:** Rated the highest, with an average score of 4.39, reflecting employees’ strong motivation to excel in their work.
2. **Desire to Contribute to Educational Advancement:** This indicator received an average score of 4.38, indicating employees' willingness to make meaningful contributions to the progress of education at PT. Daya Analitika Sentosa.
3. **Focus on Future Job Prospects:** Scoring an average of 4.35, this highlights employees’ attention to future work performance, not just current responsibilities.
4. **Full Responsibility for Decisions Made:** With a score of 4.29, this indicator shows that employees are committed to taking ownership of their decisions.
5. **Willingness to Take Risks for Smooth Operations:** This indicator scored 4.27, reflecting employees' readiness to take risks to ensure the smooth functioning of activities.
6. **Desire for Pride in Work:** The lowest-rated indicator, with an average score of 4.03, pertains to employees' aspiration for pride in their work, indicating an area of slightly lower motivation.

The following is the response to the variable work motivation as shown in the table below.

**TABLE 3.** Work Motivation Statement Scale

Indicator	Answer to the Statement Submitted										Score
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
Z1	20	30.3	35	53.0	5	7.6	5	7.6	1	1.5	4.03
Z2	25	37.9	41	62.1	0	0	0	0	0	0	4.38
Z3	27	40.9	38	57.6	1	1.5	0	0	0	0	4.39
Z4	23	34.8	43	65.2	0	0	0	0	0	0	4.35
Z5	20	30.3	45	68.2	1	1.5	0	0	0	0	4.27

Z6	20	30.3	45	68.2	1	1.5	0	0	0	0	4.29
Average											4.29

Source: Results of Primary Data Processing (2024)

**Work Performance**

The **work performance** variable in this study consists of six indicators:

1. **Employee Productivity:** Measures how well employees meet output expectations within a specific timeframe. Based on the data, employee involvement in community service activities, with an average score of 4.44, reflects high productivity and engagement beyond regular tasks.
2. **Quality of Work:** Assesses the accuracy and reliability of the work produced. Employees conducting education-related research regularly scored an average of 4.36, indicating high quality and dedication in their work.
3. **Efficiency:** Considers the ability to maximize output while minimizing resources. The ability to plan and execute the learning process effectively received an average score of 4.33, showing employees’ efficiency in task management.
4. **Goal Achievement:** Evaluates how well employees meet or exceed targets. Employees’ capacity to evaluate learning outcomes well, with an average score of 4.30, highlights their goal achievement in terms of delivering quality educational assessments.
5. **Customer Satisfaction:** Although not directly related to clients, this could relate to internal satisfaction with outcomes. Employees’ full responsibility for decisions scored 4.29, reflecting internal satisfaction with their work outcomes and commitment to meeting organizational expectations.
6. **Consistency:** Assesses the regularity and reliability of an employee’s performance over time. Participation in training related to job performance, with the lowest score of 4.18, suggests that although consistent, there may be room for further improvement in training engagement to enhance regular performance consistency.

The following is the response to the variable work performance as shown in the table below.

**TABLE 4.** Employee Work Performance Statement Scale

Indicator	Answer to the Statement Submitted										Score
	SS		S		KS		TS		STS		
	F	%	F	%	F	%	F	%	F	%	
Y1	23	34.8	42	63.6	1	1.5	0	0	0	0	4.33
Y2	21	31.8	44	66.7	1	1.5	0	0	0	0	4.30
Y3	19	28.8	42	63.6	3	4.5	2	3.0	0	0	4.18
Y4	25	37.9	40	60.6	1	1.5	0	0	0	0	4.36
Y5	30	45.5	35	53.0	1	1.5	0	0	0	0	4.44
Average											4.32

Source: Results of Primary Data Processing (2024)

In this study, there are seven hypotheses tested regarding the relationships between compensation, career development, motivation, and job performance:

1. **Hypothesis 1:** There is a significant positive effect of compensation on motivation, with a P-value of 0.000, indicating that higher compensation increases employee motivation. This finding aligns with the study by Usman, Sutopo, and Rahimullah (2023) conducted on employees at the Directorate General of Horticulture, Ministry of Agriculture, Jakarta, which also found that compensation positively affects motivation by fulfilling essential needs, thereby boosting motivation (Usman et al., 2023)
2. **Hypothesis 2:** Career development significantly impacts motivation, with a P-value of 0.009, meaning that better career development opportunities enhance employee motivation. This result aligns with findings from the study by Martina Isnain et al. (2022), which demonstrated that career development positively influences motivation by improving job satisfaction and aligning employee aspirations with organizational goals (Isnain et al., 2022).
3. **Hypothesis 3:** Compensation has a significant positive effect on job performance, as shown by a P-value of 0.020, suggesting that better compensation leads to higher performance. This result is consistent with the study by Asep et al. (2022), which found that compensation positively impacts job performance, as fair

rewards and benefits enhance employees' motivation to work diligently and meet performance standards (Asep et al., 2022)

4. **Hypothesis 4:** Career development does not have a significant direct effect on job performance, with a P-value of 0.412, implying that changes in career development opportunities alone may not directly impact performance. This result aligns with the study by Silaban et al. (2021), which found that career development alone may not significantly affect performance, indicating the need for additional elements like organizational commitment to enhance its impact (Silaban et al., 2021)
5. **Hypothesis 5:** Motivation has a significant positive effect on job performance, as indicated by a P-value of 0.001, meaning that higher motivation leads to better performance. This finding aligns with Wahyudi et al. (2023), who also found that motivation positively impacts employee performance by enhancing dedication and productivity (Wahyudi et al., 2023)
6. **Hypothesis 6 (Mediation Effect):** Motivation significantly mediates the effect of compensation on job performance, with a P-value of 0.006, suggesting that increased compensation improves performance through enhanced motivation. This aligns with the study by Thapa (2023), which found that motivation plays a crucial mediating role between compensation and performance, as motivated employees are more likely to leverage financial rewards to meet and exceed work expectations (Thapa, 2023).
7. **Hypothesis 7 (Mediation Effect):** Motivation also significantly mediates the effect of career development on job performance, with a P-value of 0.042, indicating that better career development opportunities can indirectly improve performance through increased motivation. This result aligns with the research by Arsawan et al (2023), who found that motivation enhances the impact of career development on performance, emphasizing that employees' performance improves when career growth is supported by motivation (Arsawan et al., 2023).

## CONCLUSION

This study aimed to explore the effects of compensation and career development on job performance, with motivation acting as a mediating factor, at PT. Daya Analitika Sentosa (DAS). The findings indicate that both compensation and career development significantly influence employee motivation, which in turn positively impacts job performance. Compensation directly affects job performance, demonstrating that adequate financial rewards encourage employees to excel. However, career development does not have a direct effect on job performance, suggesting that career growth alone may not translate to improved performance without additional support. Motivation serves as a crucial mediator, enhancing the relationship between compensation and career development with job performance. These insights underline the importance of aligning compensation policies and career development programs with employee needs to boost motivation and ultimately improve performance.

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