

THE EFFECT OF COMPENSATION, EMPLOYEE MOTIVATION, AND CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE AT PAM TIRTA MANGKALUKU PALOPO CITY



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ABSTRACT

This research investigates how compensation, employee motivation, and change management impact employee performance at PAM Tirta Mangkaluku in Palopo City. The research utilizes a quantitative approach. The techniques for gathering data include both primary and secondary sources. Primary data was collected by issuing questionnaires to participants. The sample for this study consisted of 35 employees from PAM Tirta Mangkaluku in Palopo City. The analysis employed was statistical, using SPSS 22 for tools such as the validity test, reliability test, T test, and F test. Findings from this study reveal that (1) Compensation positively and significantly influences employee performance, (2) Employee motivation significantly and positively affects employee performance, (3) Change management also has a significant and positive impact on employee performance, and (4) When considered together, Compensation, Employee Motivation, and Change Management have a significant and positive effect on Employee Performance.

Keywords: Compensation; Employee Motivation; Change Management; Employee Performance

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INTRODUCTION

Human resources play a crucial role in global competition and are essential for developing a talented, high-quality, and competitive workforce worldwide, even if they are frequently neglected (Munir, 2019). As organizations begin to understand the significance of human resources for their ongoing success and development, they should focus more on this area (Dahlia & Fadli, 2022). It is natural for leaders to perceive human resources not merely as resources, but as collaborators in the business landscape (Dahlia & Fadli, 2022).

PAM is a company that supplies drinking water to the local community. All businesses, whether privately owned or public, need employees to deliver optimal results aligned with their objectives. Workers, or employees, serve as the core assets of a company, as they possess the skills, motivation, and creativity essential for supporting the organization in reaching its aims (Angreni et al., 2023). The Tirta Mangkaluku Regional Drinking Water Company located in Palopo City stands out as a vital BUMD in the area, playing a significant role in bolstering the Regional Revenue and Expenditure Budget (PDAM). PDAM operates as a government-owned entity that supplies clean water to the local populace. Its functioning serves dual purposes: delivering a vital public service and generating revenue for the region. As a component of community service, it is essential to emphasize social factors while also considering the economic aspects, particularly in terms of generating profits. To put it differently, the sustainability of PDAM hinges on fulfilling the community's needs in a socially responsible manner while aiding in funding developmental initiatives.

Compensation and reward systems are typically designed to serve the interests of the organization, its workforce, and the community, or governmental bodies. Employees utilize this reward to satisfy their everyday requirements (Arifudin, 2019). The value of this compensation corresponds to the role held, the recognition it conveys, and the degree of satisfaction of needs experienced by the worker (Arifudin, 2019). The company adjusts the rewards or compensation based on the employee's abilities and their experience in the organization (Waskito & Putri, 2022). The company always tries to provide the best for employees who have carried out their duties well. The suitability of the rewards or compensation will provide good benefits for employees and the company, where employees can meet their daily needs and the company can grow and achieve its goals (Waskito & Putri, 2022). Rewards or compensation can encourage increased employee performance and work enthusiasm (Mulyeni et al., 2023). Therefore, the company's attention to fair and reasonable arrangements is very important. If employees feel that the rewards or compensation given are not enough, their performance, motivation, and job satisfaction have the potential to decrease (Mulyeni et al., 2023).

The achievements of a company largely rely on the enthusiasm of its workforce, which can be distinctly seen and assessed while performing responsibilities and reaching objectives (Safitri, 2018). The criteria established by the company should align with the efforts of the employees. Hence, the motivation of staff while executing their responsibilities plays a crucial role in fulfilling every target of the business. It is essential for leaders to implement effective motivational strategies that inspire employees in their tasks (Aulia & Tsuraya, 2023).

For this purpose, the authorities need to understand that human nature tends to prefer self-motivation rather than being forced by others to carry out work, whatever their position in the institution or organization they are in. For this reason, motivation that comes from within employees, rather than external pressure, is a key element in

taking advantage of every opportunity to carry out their duties to the best of their ability (Adil, 2020).

It has been observed that not every employee possesses the complete skill set and drive that meets the expectations of the organization. This issue can emerge because a company typically includes individuals with differing life experiences, varied backgrounds, and sometimes misaligned objectives with those of the organization. Viewed from the standpoint of an organization, individuals are adaptable assets rather than static resources like land and capital (Bahri, 2023). People are essential in generating products and services that contribute to a nation's welfare, with these contributions influencing overall well-being and enhancing living standards, which can, in turn, foster enjoyment, fulfillment, and ultimately boost motivation and productivity, impacting their overall performance

Strong motivation significantly affects a company's growth (Aulia & Tsuraya, 2023). The effectiveness of an organization can be gauged by the level of discipline displayed by its workforce, and various elements contribute to improved job performance, with work discipline being one of them (Enny, 2019). An individual's discipline at work can be assessed through their attendance. This is due to the fact that committed and disciplined team members consistently engage in their responsibilities and accomplish assigned tasks without requiring oversight from their leaders (Adinda et al., 2023). In these instances, it was discovered that motivation for work influences the outcomes of employee performance. This is due to high levels of motivation, leading employees to approach their tasks with greater seriousness, which ultimately enhances the quality of their work (Pratiwi et al., 2023).

Numerous companies today can enhance their operations by adjusting and reacting to shifts, regardless of whether these shifts originate internally or externally. This enables leaders within the organization to take proactive measures in the face of change. In this framework, to foster development in the organization, particularly in enhancing performance, continual implementation of innovations and creative approaches is essential to ensure that improvements in performance are long-lasting while meeting contemporary challenges (Santi & Widodo, 2014). Grasping change management, the organizational culture, employee engagement, and their effects on achieving optimal employee performance is crucial for the leadership and management teams in service-oriented firms, as it influences the organization's trajectory, whether advancing or declining (Kojo, 2019).

Employee performance denotes how willing a person or a group is to perform a task effectively in line with their duties to achieve intended outcomes. When executed properly, this can yield substantial advantages for employees, human resources managers, and the company (Maszudi et al., n.d.). Employee performance is a key outcome variable because it directly reflects the effectiveness of organizational strategies, including compensation, motivation, and change management. Without optimal performance from employees, even a well-designed system may fail to produce desired results. Studying employee performance in relation to these variables allows organizations to identify which factors most significantly drive productivity and success, particularly in service-oriented institutions like PAM Tirta Mangkaluku Palopo City.

The objectives of this study are to determine how compensation, motivation, and change management affect employee performance at PAM Tirta Mangkaluku, Palopo City. In addition, this study also aims to determine whether compensation, motivation, and

change management have a partial/simultaneous effect on employee performance at PAM Tirta Mangkaluku, Palopo City.

LITERATURE REVIEW

Compensation

Compensation includes all forms of income, both in the form of money and goods, which can be enjoyed directly or indirectly by employees as a reward for their services to the company (Mulyeni et al., 2023). Compensation also includes additional benefits in the form of money or non-money that are given in accordance with company policy to all employees (Arifudin, 2019). As well as efforts to improve employee welfare, including holiday allowances and pension funds (Dahlia & Fadli, 2022).

Compensation Indicators as follows:

1. Wages and salaries

Wages are a form of payment commonly applied to workers in the production and maintenance sectors. In contrast, salaries usually refer to payments calculated per week, month, or year.

2. Incentives

Incentives are a form of additional provision beyond salary or wages provided by a company.

3. Benefits

Benefits include protection for health and safety, as well as company-funded leave, retirement plans, and various other benefits related to employment relationships.

4. Facilities

Facilities refer to benefits such as official vehicles, specially designated parking spaces, or use of company-owned aircraft received by employees.

5. Bonuses

Bonuses are one-time payments given to employees as an appreciation for outstanding work performance or certain achievements, often related to company profits.

Employee Motivation

Motivation is an element that drives individuals to act. In this case, motivation is often understood as part of an activist's attitude (Aulia & Tsuraya, 2023). Motivation in work also includes attitudes or thoughts that arise both from within and from external influences that make someone enthusiastic and dedicated to completing tasks to achieve organizational or company goals (Yenni, 2019). A leader needs to stimulate and provide encouragement that makes others feel motivated, so that they remain enthusiastic in their work and performance and productivity can run well (Adinda et al., 2023).

Although organizations or institutions provide great opportunities for developing work skills and intentions in order to achieve optimal work results, not all employees utilize these opportunities effectively because not every individual has the drive or motivation to complete the work. Lack of employee motivation is not only caused by personal mistakes, but can also arise from unfair leadership policies, unequal distribution of rewards, and other factors (Adil, 2020).

Employee motivation indicators are as follows :

1. Working environment conditions

The work environment includes all the facilities and infrastructure that surround workers as they carry out their duties, which can impact the way they do their work.

2. Good supervisor

The role of a supervisor in a task is to provide direction and support to employees so that they can carry out their work well without making mistakes.

3. There is a job guarantee

They don't just work for today, but they hope to stay working in a company until old age.

4. Adequate compensation

Compensation is the main source of income for employees to meet their living needs and those of their families.

5. Flexible regulations

Regulations are designed to maintain and encourage employees to improve their performance. Every regulation in the company must be conveyed as clearly as possible to employees.

Change Management

Change management is an effort to improve an organization's ability to adapt to changes in its surroundings and change employee attitudes in order to develop efficiency within the organization (Firdaus et al., 2024).

Change management indicators are as follows:

1. Changes in organizational structure

Is an element of change in the composition that will create a new structure with maximum effectiveness.

2. Technological change

Is an element of change in a technology program that supports the continuity of employee work.

3. Changes in individuals

Is an element of change in a person to become an individual who can work well together.

4. Leadership change

Leadership change is the process of influencing the activities of individuals or groups of individuals in an organization to achieve predetermined goals.

5. Changes in organizational culture

Culture is the implicit social structure of an organization. Culture shapes attitudes and behaviors comprehensively and lasts a long time. A good organizational culture will create a sense of mutual understanding in the organization and can more easily guide the thoughts and actions of its members.

Employee Performance

According to Syam et al., (2023) Employee performance stems from the endeavors of an individual that fulfill the established criteria. Every role has distinct guidelines that must be adhered to in order to realize objectives referred to as work standards. Work standards outline the anticipated benchmarks for executing specific tasks and act as a framework for the objectives or aims to be met (Adha et al., 2019). An employee is deemed successful or demonstrates strong performance if the outcomes achieved surpass the designated performance benchmarks (Syam et al., 2023).

Employee performance indicators are as follows:

1. Quality

Every task in a company needs to meet certain criteria in order to produce results that meet the quality standards required for a particular type of work.

2. Attendance

A certain category of work requires employees to be present and carry out their duties according to a predetermined schedule.

3. Punctuality

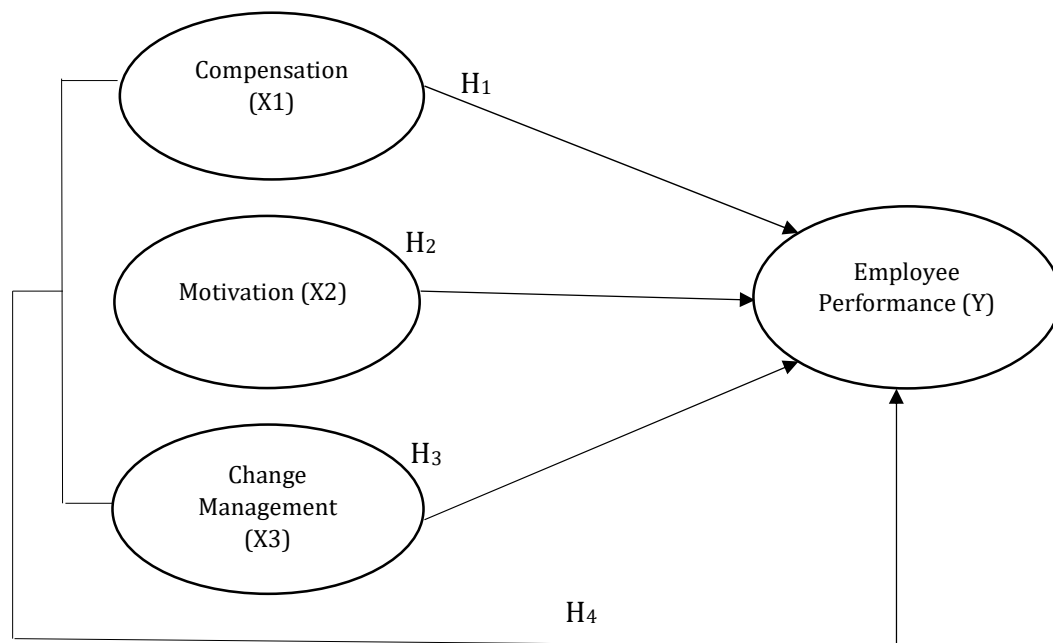
Every job has a unique nature, and for some jobs, completion needs to be done on time because it depends on other jobs. Therefore, if a job is not completed on schedule, this can disrupt other parts, which in turn will affect the quantity and quality achieved.

4. Ability to work together

Not all tasks can be completed by one employee, so cooperation is very important in work.

5. Quantity

Quantity in the context of work often refers to the amount or volume of work done by an employee in a certain period of time



Source: Constructed by author for this study, 2024

Figure 1
Conceptual Framework of Research

Hypothesis

Hypotheses of this study are:

H1: It is hypothesized that Compensation has a positive effect on employee performance

H2: It is hypothesized that Motivation has a positive effect on employee performance

H3: It is hypothesized that Change Management has a positive effect on employee performance

H4: It is hypothesized that Compensation, Motivation, and Change Management simultaneously/partially affect employee performance

Table 1
Research Operational Variables

Variables	Item	Indicator	Source
Compensation (X1)	1. Salary/wages	K1	(Azhar et al., 2020)
	2. Incentives	K2	
	3. Allowances	K3	
	4. Facilities	K4	
	5. Bonuses	K5	
Motivation employee (X2)	1. Working environment conditions	M1	(Enny, W. 2019)
	2. Good supervisors	M2	
	3. Job security	M3	
	4. Adequate compensation	M4	
	5. Flexible regulations	M5	
Change Management (X3)	1. Technological changes	MP1	(Menda et al., 2020)
	2. Changes in organizational structure	MP2	
	3. Individual changes		
	4. Leadership changes	MP3	
	5. Changes in organizational culture	MP4 MP5	
Employee performance (Y)	1. Quality	KK1	(Safitri, 2018)
	2. Quantity	KK2	
	3. Presence	KK3	
	4. Punctuality	KK4	
	5. Ability to work together	KK5	

METHOD

This study uses a quantitative approach. Data collection techniques; primary data. Primary data was taken by distributing questionnaires to respondents. The number of population/employees at PAM Tirta Mangkaluku, Palopo City has a total of 317 populations/employees. In this study, the number of samples to be taken is 35 respondents. Data analysis used is statistical analysis using SPSS 22; Validity Test, Reliability Test, T Test, F Test. This research was conducted at the PAM Tirta Mangkaluku office, Palopo City from October to December 2024.

In statistical research theory (Sugiyono, 2016), 10% sampling may be justified, for limited or relatively small sample sizes. However, it is important to consider whether the sample size is representative enough. A 10% sampling is considered sufficient to produce relevant data, especially if variation in the population is limited.

RESEARCH RESULTS AND DISCUSSION

Respondent Characteristics

The researcher began by collecting data on the characteristics of the respondents, namely gender, age, and last education (Ningsih et al., 2021).

Table 2
Respondent Characteristics

No.	Characteristics	Classification	Number of Respondents	Percentage (%)
1.	Gender	Male	21	58,3%
		Female	14	38,9%
	Total		35	100%

2.	Age	18 – 25 year	2	5,6%
		26 – 33 year	16	44,4%
		34 – 42 year	11	30,6%
		43 – 60 year	6	16,2 %
		Total	35	100%
3.	last education	SMA/SMK/Equivalent	5	13,9%
		D3	4	11,1%
		S1 – S3	26	72,2%
		Total	35	100%

Source: Primary Data 2024

Table 2 shows the data on the characteristics of the respondents which can be categorized based on gender, male as many as 21 respondents or 58.3%, then female 14 respondents or 38.9%. the characteristics can be categorized based on age; the least respondents are aged 18-25 years, namely 2 respondents or 5.6%, respondents aged 26-33 years, namely 16 respondents or 44.4%, respondents aged 34-42, namely 11 respondents or 30.6%, respondents aged 43-60, namely 6 or 16.2%. based on their last education; SMA/SMK/Equivalent with 5 respondents or 13.9%, D3 respondents namely 4 or 11.1%, and respondents who have S1 – S3 degrees namely 26 respondents or 72.2%.

Validity Test

According to (Maszudi et al., 2021) demonstrates the precision of the accurate information regarding the subject in relation to the information gathered by the investigator to confirm the legitimacy of a particular item. We link the value of the item to the cumulative total of all those items. This validation assessment is performed to ascertain if the data collected post-study is credible by employing the existing measurement tools, specifically questionnaires.

It is said to be valid if the calculated r value produced is $> r$ table, and vice versa, if the calculated $r < r$ table then it is declared invalid (Pangarso & Susanti, 2016). The validity test was conducted using SPSS 22 and involved 35 respondents. So that the r table value was obtained for $N = 35$ with a significance of 5% (0.05) which is 0.333

Table 3
Validity Test Results

Variables	No. Items	r Count	rTable	Information
Compensation X1	K1	0,514	0,333	Valid
	K5	0,639	0,333	Valid
	K2	0,526	0,333	Valid
	K3	0,392	0,333	Valid
	K4	0,658	0,333	Valid
Employee motivation X2	M1	0,494	0,333	Valid
	M2	0,383	0,333	Valid
	M3	0,574	0,333	Valid
	M4	0,521	0,333	Valid
	M5	0,521	0,333	Valid
Change management X3	MP1	0,487	0,333	Valid
	MP2	0,490	0,333	Valid
	MP3	0,420	0,333	Valid
	MP4	0,415	0,333	Valid
	MP5	0,457	0,333	Valid
Employee performance Y	KK1	0,612	0,333	Valid
	KK2	0,686	0,333	Valid
	KK3	0,439	0,333	Valid

KK4	0,424	0,333	Valid
KK5	0,496	0,333	Valid

Source: Data processed by SPSS 22 (2024)

Based on the findings of the validity test research listed in the table 3. it can be seen that the significant value for each variable statement shows a number that exceeds 0.05, and the calculated r value is higher than the r table value. In this study, the r table value is 0.333. Therefore, it can be concluded that the items of the variables Influence of Compensation, Motivation, Change Management, and Employee Performance are valid.

Reliability Test

Reliability test is conducted to measure the consistency of a research instrument in measuring the intended variable. The instrument is said to be reliable if the measurement results are consistent under the same conditions (Sugiyono, 2016). In this study, the reliability test used the Cronbach's Alpha technique. According to Ghozali, I. (2016) an instrument is declared reliable if the Cronbach's Alpha value is greater than 0.60.

Table 4
Reliability Test Results

Variables	Cronbach's Alpha	Limit value	information
Compensation (X1)	0,699	0,60	Reliable
Employee motivation (X2)	0,677	0,60	Reliable
Change management (X3)	0,623	0,60	Reliable
Employee performance (Y)	0,693	0,60	Reliable

Source: statistical data processing SPSS 22, 2024

Based on Table 4 the results of the reliability test of each variable item show a value exceeding 0.60. Therefore, each item used in this research instrument is considered reliable.

Research Hypothesis Testing

Partial Test (T-Test)

The T-test aims to determine whether the independent variable has a partial influence (Ghozali, 2016). The test is carried out by comparing the calculated t value with the table t value or by checking the significant column for each calculated t value.

Table 5
T-Test Results

Variables	T count	t table	significant
Compensation	4,212	2,039	0,000
Employee Motivation	4,084	2,039	0,000
Change Management	2,556	2,039	0,015

a. Dependent Variable: Employee Performance

Source: statistical data processing SPSS 22, 2024

Based on the results of data processing shown in table 5. Regarding the results of the T-Test, the following is a discussion of the influence of each independent variable on employee performance.

1. For the Compensation variable, a significant value of $0.000 < 0.05$ and a calculated t value of $4.212 > t \text{ table } 2.039$ was obtained. Therefore, it can be concluded that H1 in this study partially has a positive and significant influence between variable X1 Compensation and Y employee performance.
2. For the Motivation variable, the significant value obtained is $0.000 < 0.05$ and the calculated t value of $4.084 > t \text{ table } 2.039$, so it can be concluded that H2 in this study partially has a positive and significant influence between variable X2 Motivation variable and Y employee performance.
3. For the Change Management variable, a significant value of $0.015 < 0.05$ and a calculated t value of $2.556 > t \text{ table } 2.039$ was found. Thus, it is concluded that H3 in this study partially has a positive and significant influence between variable X3 Change Management and Y employee performance.

Simultaneous Test (F Test)

F test is one of the statistical tests used in regression analysis to determine whether independent variables simultaneously have a significant effect on the dependent variable (Gujarati, D. N., 2009). In the context of this study, the F test is used to test whether Compensation (X1), Employee Motivation (X2), and Change Management (X3) simultaneously have a significant effect on employee performance (Y).

Table 6
F Test Results

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Significant.
1	Regression	39,323	3	13,108	5,991	,002 ^b
	Residual	67,820	31	2,188		
	Total	107,143	34			

A. Dependent Variables: Employee Performance

B. Predictors: (Constant), Change Management, Compensation, Employee Motivation

Source: statistical data processing SPSS 22, 2024

Based on the table 6. with $n = 35$, obtained $df = 35 - 3 - 1 = 31$, then the F table is 2.91, so from the data it is obtained that the significant value is $0.002 < 0.05$ and the calculated F value is $5.991 > F \text{ table } 2.91$. Thus, it can be concluded that H0 is rejected and Ha is accepted which means that H4 shows a simultaneous influence between the variables Compensation (X1), Motivation (X2), and Change Management (X3) on Employee Performance (Y).

The Influence of Compensation on Employee Performance

Compensation has a positive effect on employee performance. This can be proven based on the results of partial test calculations (T-test), seen from the significant value of the compensation variable which is indeed significant. The t-test value was found to indicate that the calculated t on the compensation variable (X1) exceeded the t-table value, which was $4.212 > 2.039$, with a significant value below 0.05, which was 0.000. This indicates that H1 is accepted, namely compensation has an effect on employee performance.

The results of this study are in line with studies Munir, (2019). regarding the perception of compensation on employee performance, which shows that compensation affects employee performance. The findings in this study revealed that compensation can improve employee performance at PDAM Palopo, which always provides appropriate

salaries and benefits such as THR, health, and others. This aims to improve employee welfare.

Several studies have indicated that adequate compensation can boost employee productivity and improve company results. Therefore, companies need to consider the compensation given to employees and prioritize good compensation in human resource management.

The Influence of Employee Motivation on Employee Performance

Employee motivation has a positive and significant effect on employee performance based on the results of partial test calculations (T-Test). This can be seen from the significant value of the employee motivation variable, which is significant. The results of the t-test show that the t-count is greater than the t-table, which is $4.084 > 2.039$ with a significant value of less than 0.05, which is 0.000. This shows that H2 is accepted, namely Motivation has an effect on employee performance.

The results of this study are in line with Kurniawan & Kadir, (2021) research that employee motivation has a positive and significant effect on employee performance. High motivation can improve employee performance.

The Influence of Change Management on Employee Performance

Based on the results of the T-test, it was found that Change management has a positive and significant impact on employee performance. This can be seen from the important value of the change management variable, which is significant. The results of the t-test show that the t-count is greater than the t-table, which is $2.556 > 2.039$ with a significant value of less than 0.05, which is 0.000. This indicates that H3 is accepted, which means that Change management has an effect on employee performance.

The results of this study are in line with Kojo, (2019) which states that the change management variable on employee performance indicates that change management has a positive and significant effect on employee performance.

The Influence of Compensation, Employee Motivation, and Change Management on Employee Performance

Based on the results of the simultaneous test research (F Test), the calculated f value obtained is greater than the f table, which is $5.991 > 2.039$, with a significant value of less than 0.05, which is 0.002. These results indicate that the independent variables, namely compensation (X1), motivation (X2), and change management (X3), simultaneously affect the dependent variable, namely employee performance (Y).

CONCLUSION AND SUGGESTION

Based on the results of the hypothesis test and discussion it can be concluded that (1) Compensation has a positive and significant effect on Employee Performance, (2) Employee Motivation has a positive and significant effect on Employee Performance. (3) Change Management has a positive and significant effect on Employee Performance, (4) Compensation, Employee Motivation and Change Management simultaneously have a positive and significant effect on Employee Performance.

Due to time and financial constraints, researchers can only use limited samples. Researchers who can use larger samples and wider organizations. Based on the results of this study, it is recommended for further researchers to add leadership variables as independent variables. Leadership is one of the important factors that influence

employee motivation and performance. Robbins, (1996) states that effective leadership will have a significant impact on employee work behavior, satisfaction and productivity.

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