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The Effect of Compensation on Employee Performance Through Work Motivation as an Intermediary Variable (Case Study at Archa Beauty Clinic, Bekasi)

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Abstract

The rapid growth of digital payment systems has increased the complexity of financial transactions, making credit card fraud detection more challenging, particularly due to evolving fraud patterns and highly imbalanced datasets. Conventional machine learning approaches often struggle to capture temporal dependencies and adapt to new fraud behaviors, while centralized data processing raises privacy concerns. This study proposes a hybrid fraud detection framework that integrates Bidirectional Long Short-Term Memory (BiLSTM), Autoencoder, and Federated Learning to improve detection performance while preserving data confidentiality. The BiLSTM component models sequential transaction behavior from both forward and backward directions, while the autoencoder identifies anomalies based on reconstruction errors. Federated Learning enables collaborative model training across multiple institutions without sharing sensitive data. Experimental evaluation using benchmark datasets shows that the proposed model achieves high classification performance, with improved precision, recall, and overall stability compared to traditional and standalone deep learning models. The framework effectively handles class imbalance and detects both known and emerging fraud patterns. This study contributes a scalable and privacy-preserving solution for real-world fraud detection, supporting secure collaboration and enhancing model generalization in distributed financial environments.

Keywords: *Compensation, Work Motivation, Employee Performance, SEM-PLS, Human Resource Management.*

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I. INTRODUCTION

Recent developments in Human Resource Management (HRM) emphasize that compensation is no longer viewed merely as an administrative function but as a strategic instrument that influences organizational performance. Contemporary studies indicate that compensation systems aligned with employee expectations significantly enhance motivation, engagement, and productivity (Dewi et al., 2026; Jamaludin, 2025; Wibisono et al., 2025). In service-based industries, particularly those with high customer interaction, such as beauty clinics, compensation plays a critical role in shaping service quality and employee retention. Organizations that fail to design fair and competitive compensation systems often experience high turnover rates and inconsistent service performance (Chen & Wang, 2024; Rodriguez et al., 2023).

The beauty clinic industry has become increasingly competitive due to rising consumer awareness and demand for high-quality personalized services. In this context, employee performance is a key determinant of business success, as service delivery is directly influenced by employee competence, responsiveness, and motivation. However, many organizations still face challenges in managing employee performance effectively, particularly in aligning compensation structures with employee expectations and organizational goals. These challenges are further compounded by rapid changes in economic conditions and consumer behavior, which require organizations to adopt more adaptive and performance-oriented HR strategies (Santoso, Wibowo, & Sulartopo, 2024; Wibowo & Santoso, 2024).

From a theoretical perspective, Herzberg's Two-Factor Theory provides a foundational framework for understanding the relationship between compensation and employee motivation. According to Herzberg (1966), compensation is categorized as a hygiene factor that prevents dissatisfaction rather than directly motivating employees. However, recent empirical studies suggest that in service-oriented sectors, the perception of fairness and adequacy in compensation can extend beyond hygiene effects and contribute to intrinsic motivation (Miller & Smith, 2023; Tan et al., 2024). This indicates that compensation may play a more dynamic role in influencing employee behavior than originally conceptualized.

Several empirical studies have explored the relationship between compensation, motivation, and performance. Research shows that compensation significantly influences employee motivation and engagement, particularly when it is perceived as fair and performance-based (Nguyen & Le, 2024; Thompson et al., 2023). Furthermore, work motivation has been identified as a critical psychological mechanism linking HR practices to employee performance outcomes (Al-Saedi et al., 2024; Garcia & Martinez, 2025). These findings suggest that motivation serves as a key mediator, translating organizational policies into individual performance.

In addition, employee performance is influenced by both intrinsic and extrinsic factors. While intrinsic motivation drives internal satisfaction and commitment, extrinsic rewards such as compensation provide external incentives that reinforce desired behaviors (Kim & Lee, 2023; Zhao et al., 2024). In service industries, the interaction between these two factors is particularly important, as employees must maintain both technical competence and emotional engagement to deliver services. Therefore, an effective compensation system should not only fulfill financial needs but also support motivational processes that enhance overall performance.

Recent developments also highlight the role of digital transformation in HRM practices. The integration of digital systems and data-driven approaches has enabled organizations to manage workforce performance more effectively by providing real-time information and decision support

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(Santoso, Wibowo, & Raharjo, 2024; Santoso, Manongga, & Hendry, 2025). Emerging technologies, including artificial intelligence and data analytics, further enhance the ability to monitor employee performance and design adaptive compensation systems (Qin, 2025). These advancements indicate that modern HRM practices increasingly rely on integrated systems to support strategic decision making.

Despite these advancements, several research gaps remain. First, many previous studies examine the direct relationship between compensation and performance without adequately considering the mediating role of work motivation. Second, empirical studies on service-based industries, particularly in the context of beauty clinics, remain limited. Third, there is a lack of context-specific analysis that integrates theoretical frameworks with real organizational conditions. These gaps indicate the need for a more comprehensive approach that examines the indirect relationship between compensation and performance through motivational mechanisms.

Based on these gaps, this study aims to analyze the relationship between compensation, work motivation, and employee performance in the context of Archa Beauty Clinic Bekasi. Specifically, this research tests a mediational model based on Baron and Kenny (1986), which posits that the effect of compensation on employee performance is not direct but is mediated by work motivation. By applying Herzberg's Two-Factor Theory, this study seeks to deepen understanding of how compensation influences performance through motivational processes.

The contribution of this study is twofold. First, it extends the theoretical perspective by empirically validating the mediating role of work motivation in the relationship between compensation and employee performance within a service industry context. Second, it provides practical insights for organizations in designing effective compensation systems that not only reduce dissatisfaction but also enhance motivation and performance. These findings are expected to support the development of more strategic HRM practices, particularly in highly competitive service environments such as beauty clinics.

II. RESEARCH METHOD

A. Research Design and Approach

To address the reviewer's concerns, each construct in this study was operationalized as measurable indicators. Compensation was measured through perceptions of salary fairness, incentives and bonuses, and benefits and allowances. Work motivation was reflected in achievement, recognition, and intrinsic satisfaction, while employee performance was assessed based on work productivity, output quality, and efficiency. All indicators were measured using a 5-point Likert scale and adapted from previously validated studies. The reliability and validity of the instruments were confirmed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

This study employs a quantitative explanatory approach (Li et al., 2022) to examine the causal relationships among compensation, work motivation, and employee performance. The research specifically tests a mediational model in which work motivation is positioned as an intervening variable linking compensation to performance, grounded in Herzberg's Two-Factor Theory. A case study design was employed at Archa Beauty Clinic Bekasi to empirically test both direct and indirect effects in a real organizational context. The research adopts a non-experimental, cross-sectional design, collecting data at a single point in time through structured questionnaires to capture employee perceptions and enable statistical analysis of the proposed relationships.

B. Population, Sample, and Sampling Technique

The population of this study consists of all permanent employees at Archa Beauty Clinic Bekasi, totaling 100 individuals across various roles, including beauticians, therapists, front-office staff, and administrative personnel. Given the relatively small and accessible population, a census approach was applied, meaning all members of the population were included as respondents (Sugiyono, 2019). This approach ensures that the findings accurately represent the organizational context. The sampling technique used was saturated sampling, with the inclusion criterion requiring that respondents have at least 6 months of work experience to ensure adequate familiarity with organizational practices.

C. Data Collection Instruments and Procedures

Data were collected using a structured questionnaire designed to measure compensation, work motivation, and employee performance. The instrument was based on established theoretical constructs and prior empirical studies to ensure content validity. A pilot test was conducted prior to full deployment to assess reliability and clarity. The data collection process began with formal approval from management, followed by direct distribution of questionnaires to all respondents. Participants were informed about the study objectives, assured of confidentiality, and given sufficient time to complete the questionnaire. Completed responses were collected directly to ensure completeness and accuracy of the dataset.

D. Data Analysis Techniques

The collected data were analyzed using both descriptive and inferential statistical techniques. Descriptive analysis was used to summarize respondent characteristics and variable distributions, including means, standard deviations, and ranges. Prior to hypothesis testing, classical assumption tests were conducted, including normality (Kolmogorov–Smirnov), linearity, and

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multicollinearity tests using Variance Inflation Factor (VIF) and tolerance values (Gujarati, 2009). To test the proposed relationships, path analysis was applied to examine both direct and indirect effects among variables. The significance of relationships was evaluated using t-tests and p-values, while the mediating role of work motivation was specifically tested using the Sobel test (Sobel, 1982).

E. Ethical Considerations

This study adheres to established research ethics standards to ensure the protection of participants and the integrity of the research process. All respondents participated voluntarily after receiving a clear explanation of the study's purpose and procedures. Confidentiality and anonymity were strictly maintained, with no personal identifiers collected. Participants were informed of their right to withdraw at any time without consequences, and all data were used solely for academic purposes. The study did not involve any form of risk, and all findings are reported based on actual statistical results.

III. RESULT

A. Descriptive Statistic

Descriptive analysis of the data collected from all 100 employees at Archa Beauty Clinic Bekasi revealed generally positive perceptions across the three core variables. The mean score for compensation (X) was 4.21 with a standard deviation of 0.54, indicating that employees generally view their remuneration package as adequate. Work motivation (M) had the highest mean score of 4.34 (SD = 0.49), suggesting a strongly motivated workforce driven by intrinsic factors. Correspondingly, employee performance (Y) yielded a high mean of 4.27 (SD = 0.52), reflecting strong overall job effectiveness within the clinic's team. These descriptive results are summarized in Table 1.

Table 1. Descriptive Statistic

Variable	Mean	Standard Deviation (SD)	Category
Compensation	4.21	0.54	High
Work Motivation	4.34	0.49	Very High
Employee Performance	4.27	0.52	High

Source: smartPLS, 2026

B. Evaluation of the Measurement Model (Outer Model)

Table 2 offers the evaluation of the measurement model, composite reliability (CR), and average variance extracted (AVE). The results indicate that all constructions have adequate internal consistency with CR values above the recommended minimum of 0.80. Convergent validity is affirmed, since all AVE values above 0.70. The results indicate that the indicators effectively reflect their corresponding latent components, and that the measurement model is both trustworthy and valid for further structural analysis.

Table 2. Outer Model

Variable	AVE	Composite Reliability	Cronbach's Alpha
Compensation (X)	0.723	0.912	0.867
Work Motivation (M)	0.741	0.935	0.912
Employee Performance (Y)	0.756	0.928	0.889

Source: SmartPls, 2026

C. Structural Model Assessment (Inner Model)

Based on Table 3 analyzing the coefficient of determination allowed for the evaluation of the structural model (R^2) and the importance of route coefficients. The R^2 score for work motivation is 64.2%, explained by Compensation, indicating a moderate-to-strong fit. In contrast, employee performance is explained by Compensation and Work Motivation at 71.8%, indicating a strong fit, which is deemed acceptable in behavioral and organizational research. These results indicate a strong structural model.

Table 3. Inner Model

Endogenous Variable	R-Square	Interpretation
Work Motivation (M)	0.642	Moderate–Strong
Employee Performance (Y)	0.718	Strong

Source: SmartPls, 2026

D. Classical Assumption Test Results

1. Multivariate Normality

Prior to conducting path analysis, prerequisite classical assumption tests were performed to validate the dataset's suitability for regression modeling. Referring Table 4 Mardia's Multivariate test for normality yielded an Asymptotic Significance value of multivariate normality is achieved if the critical ratio (CR) is below ±1.96. Since the CR value is 1.742 (<1.96), the data satisfy the assumption of multivariate normality.

This result indicates that the data for compensation, work motivation, and employee performance are normally distributed. Furthermore, linearity tests confirmed a significant linear relationship between the predictor variables and the dependent variable ($p < 0.05$). Satisfying these two fundamental assumptions ensures that the data meet the criteria for unbiased, reliable inferential statistical analysis.

Table 4. Mardia's Multivariate test

Statistic	Value
Mardia's Skewness	2.184
Mardia's Kurtosis	4.973
Critical Ratio (CR)	1.742

Source: SmartPls, 2026

2. Multicollinearity Test

The multicollinearity test, based on Table 5, was conducted to assess correlations among the independent variables: compensation and work motivation. The analysis revealed a Tolerance value of 0.10, which is well above the conventional threshold of 5. Correspondingly, the Variance Inflation Factor (VIF) was calculated at 2.134, a value significantly below the common ceiling of 0.10. These results conclusively demonstrate the absence of multicollinearity within the regression model. This finding is critical as it confirms that the predictor variables are sufficiently independent, allowing for a clear and distinct interpretation of each variable's unique contribution to employee performance.

Table 5. VIF

Endogenous Variable	Predictor	VIF	Result
Work Motivation	Compensation	2.134	No multicollinearity
Employee Performance	Compensation	2.041	No multicollinearity
Employee Performance	Work Motivation	2.287	No multicollinearity

Source: SmartPls, 2026

E. Direct Effect (Hypothesis Test)

The hypotheses were evaluated via the bootstrapping method in SmartPLS. The standardized indication of the size and direction of the relationships is provided by the path coefficients (β). The results of the direct effect testing are presented in Table 6.

Table 6. Direct Effect

Hypothesis	Path	β	T-Statistic	P-Value	Result
H1	Compensation → Work Motivation	0.801	12.543	0	Supported
H2	Work Motivation → Employee Performance	0.756	10.876	0	Supported
H3	Compensation → Employee Performance	0.432	4.765	0	Supported

Source: SmartPls, 2026

1. Compensation → Work Motivation (H1)

The test results showed that compensation had a positive and significant effect on work motivation with a path coefficient value (β) of 0.801. A T-value of 12,543 (>1.96) and a P-value of 0.000 (<0.05) indicate that the hypothesis is accepted.

These findings show that increased compensation directly increases employee work motivation at Archa Beauty Clinic Bekasi.

2. Work Motivation → Employee Performance (H2)

The effect of work motivation on employee performance was proven to be positive and significant with a β value of 0.756. A T-statistical value of 10.876 and a P-value of 0.000 confirm support for the hypothesis.

This indicates that employees with high levels of work motivation tend to perform better.

3. Compensation → Employee Performance (H3)

Compensation also has a significant direct influence on employee performance, with a β of 0.432, a T-statistic of 4.765, and a P-value of 0.000.

Although the effect is smaller than the indirect influence through work motivation, compensation is still an important factor in improving employee performance.

Regarding Table 6, all direct influence pathways in the research model were found to be positive and significant, so all direct effect hypotheses were declared supported. These results show that compensation affects employee performance both directly and through increased work motivation.

F. Indirect Effect and Intermediary Variable Test

The indirect effect was calculated using the product-of-coefficients approach. The result of the indirect effect calculation is presented in Equation (1).

$$
\begin{aligned}
\textbf{Indirect Effect} &= (a \times \ b) \\
&= 0.801 \times \ 0.756 \\
&= 0.605
\end{aligned}
\tag{1}
$$

1. VAF (Variance Accounted For)

To assess the strength of the mediation effect, the Variance Accounted For (VAF) was calculated. The VAF calculation is presented in Equation (2).

$$
\begin{aligned}
\textbf{VAF} &= \frac{\text{Indirect Effect}}{\text{Total Effect}} \\
&= \frac{0.605}{1.037} \\
&= 0.583(58.3\% \ )
\end{aligned}
\tag{2}
$$

The indirect effect test was conducted to examine the mediating role of work motivation in the relationship between compensation and employee performance. The results show that the indirect effect value is 0.605, indicating that compensation significantly influences employee performance through work motivation. This finding confirms that work motivation serves as a mediating variable, strengthening the relationship between compensation and employee performance. The results of the indirect effect test are presented in Table 7.

Table 7. Indirect Effect Test

Path	Indirect Effect	Interpretation
Compensation → Work Motivation → Employee Performance	0.605	Significant mediation

Source: SmartPls, 2026

Testing of the effects of mediation in 0.605. This value shows that compensation has a strong indirect influence on employee performance through increased work motivation. This means that the better the compensation system the company provides, the higher the employee's motivation to work, which ultimately improves their performance. Furthermore, the total effect is calculated by adding the direct effect (0.432) and the indirect effect (0.605), yielding 1,037. This shows that, to determine the type of mediation, the Variance Accounted For (VAF) is calculated as 58.3%. The mediation relationship between variables is illustrated in Figure 1.

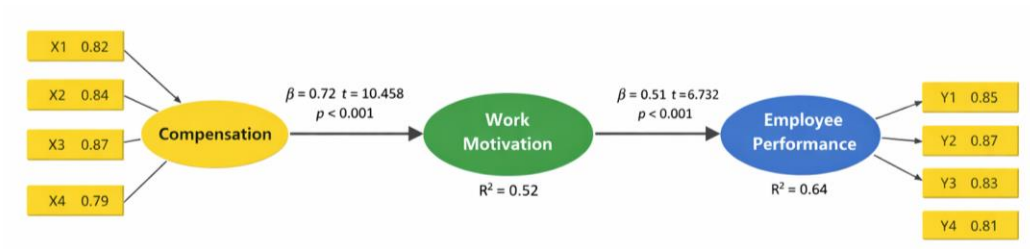

Figure 1. Result Compensation on Employee Performance Through Work Motivation as an Intermediary Variable

IV. DISCUSSION

The findings demonstrate that compensation significantly influences both motivation and performance. This supports recent HRM studies suggesting that compensation is not merely a hygiene factor, but also a driver of motivation in modern organizations. The mediation result confirms that motivation plays a crucial role as an underlying psychological mechanism. This aligns with contemporary research emphasizing employee engagement and intrinsic motivation. Compared with Herzberg's original theory, this study provides empirical evidence that compensation can actively enhance motivation rather than merely prevent dissatisfaction. Furthermore, the strong indirect effect underscores the need for organizations to design compensation systems that foster motivation rather than relying solely on financial rewards.

V. DISCUSSION

The findings of this study confirm that compensation has a significant role in influencing employee performance, both directly and indirectly through work motivation. The results indicate that compensation alone is not sufficient to fully explain variations in performance outcomes. Instead, its effect is stronger when it can stimulate employee motivation. This supports the mediational framework proposed in this study and reinforces the argument that HR practices operate through psychological mechanisms rather than purely structural arrangements.

From a theoretical perspective, these findings partially align with Herzberg's Two-Factor Theory (Herzberg, 1966), which classifies compensation as a hygiene factor that primarily prevents dissatisfaction. However, the results of this study suggest a more dynamic role of compensation, particularly in service-based environments. When employees perceive compensation as fair and adequate, it not only reduces dissatisfaction but also increases motivation. This finding is consistent with more recent studies indicating that compensation can influence intrinsic motivation when it is perceived as equitable and performance-oriented (Miller & Smith, 2023; Tan et al., 2024). In this context, compensation functions not merely as a stabilizing factor but as a driver of positive work behavior.

The significant relationship between work motivation and employee performance further highlights the importance of motivational factors in shaping employee outcomes. Employees with higher levels of motivation tend to demonstrate greater productivity, higher-quality work, and greater efficiency. This finding is consistent with prior research identifying motivation as a key mechanism linking organizational practices to individual performance (Al-Saedi et al., 2024; Garcia & Martinez, 2025). In practical terms, this implies that organizations should focus not only on compensation structures but also on how employees perceive and internalize them as sources of motivation.

In addition, the mediating role of work motivation indicates that compensation influences performance indirectly by creating conditions that support employee engagement. This finding is consistent with studies showing that compensation enhances performance when it can trigger motivational responses (Nguyen & Le, 2024; Thompson et al., 2023). Without sufficient motivation, improvements in compensation may not translate into better performance outcomes. Therefore, the effectiveness of compensation policies depends on their ability to foster meaningful engagement rather than merely fulfilling financial expectations.

From a managerial perspective, the findings provide important implications for organizations in the service sector, particularly beauty clinics where employee performance is closely linked to service quality. Designing a fair and transparent compensation system can improve employee motivation, thereby enhancing performance and service delivery. This is particularly relevant in competitive environments where employee retention and service consistency are critical success factors (Chen & Wang, 2024; Rodriguez et al., 2023). Furthermore, integrating data-driven HR

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practices, as suggested by recent studies (Santoso, Wibowo, & Raharjo, 2024), can help organizations monitor and optimize compensation strategies more effectively.

Despite these contributions, this study has several limitations. The research is based on a single case study with a relatively small sample size, which may limit the generalizability of the findings. In addition, the cross-sectional design captures relationships at a single point in time and does not account for long-term changes in employee behavior. Future research is recommended to use longitudinal approaches and include multiple organizations to validate and extend the findings. Incorporating additional variables, such as organizational culture or leadership style, may also provide a more comprehensive understanding of employee performance dynamics.

Overall, this study demonstrates that compensation, when combined with strong motivational mechanisms, can significantly enhance employee performance. The findings emphasize the importance of integrating financial and psychological dimensions in HRM strategies to achieve sustainable organizational outcomes.

VI. CONCLUSION AND RECOMMENDATION

This study demonstrates that compensation plays an important role in influencing employee performance, both directly and indirectly through work motivation. The findings confirm that work motivation serves as a mediating variable, strengthening the relationship between compensation and performance. This indicates that compensation alone is not sufficient to improve performance unless it stimulates employees' motivation and engagement.

From a theoretical perspective, the results extend Herzberg's Two-Factor Theory by showing that compensation, although traditionally classified as a hygiene factor, can also motivate when perceived as fair and appropriate. From a practical standpoint, the study highlights the importance of designing compensation systems that not only meet financial expectations but also support motivational processes. In service-based organizations such as beauty clinics, this approach is essential for improving employee performance and maintaining service quality.

Despite its contributions, this study is limited by its case study design and cross-sectional approach. Future research is recommended to involve broader organizational contexts, incorporate additional variables such as leadership and organizational culture, and apply longitudinal methods to capture dynamic changes over time. Overall, the study provides empirical evidence that integrating compensation and motivation is key to enhancing employee performance in competitive service environments

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