



The Effect Of Compensation And Organizational Culture On Employee Performance With Work Motivation As An Intervening Variable At PT Kimia Farma Apotek Purwokerto Business Unit

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ABSTRACT

This study analyzes the effects of compensation and organizational culture on employee performance, with work motivation as an intervening variable, at PT Kimia Farma Apotek Purwokerto Business Unit. A quantitative associative approach was used. The population consisted of 34 employees, and all were included through saturated sampling. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that compensation and organizational culture have positive and significant effects on both work motivation and employee performance. Work motivation also positively affects employee performance and significantly mediates the effects of compensation and organizational culture on performance. These findings indicate that strengthening organizational culture and improving compensation systems can enhance employee performance both directly and indirectly through higher work motivation.

INTRODUCTION

Organizational success is strongly influenced by the quality of human resources who manage daily operational processes. In the pharmaceutical business, the role of employees is increasingly strategic because pharmacy services require accuracy, speed, precision, and service orientation. The growth of the pharmaceutical business in Indonesia has also increased the number of pharmacies, which intensifies competition among pharmaceutical retail firms and requires them to maintain strong employee performance in order to remain competitive.

PT Kimia Farma Apotek is one of the largest pharmacy chains in Indonesia. In the Purwokerto Business Unit, sales achievement for the January–November 2025 period reached IDR 27,272,656,141 out of the target of IDR 29,992,467,551, or 90.9 percent. Although this achievement can be categorized as fairly good, it still leaves a gap of about 10 percent from the sales target. This condition indicates the need to evaluate internal factors related to employee

performance so that organizational targets can be achieved more effectively. Human resource management literature indicates that compensation, organizational culture, and work motivation are important determinants of employee performance. Compensation functions as a reward for employee contributions, organizational culture provides shared values and behavioral guidance, and work motivation encourages employees to exert effort toward organizational goals. Previous studies generally report positive relationships among these variables, although several findings remain inconsistent across organizational settings.

LITERATURE REVIEW

Compensation

Compensation refers to everything employees receive in return for the contributions they make to the organization (Robbins & Judge, 2013). In human resource management practice, compensation includes not only salary but also incentives, allowances, facilities, and non-financial rewards. A well-designed compensation system can increase satisfaction, motivation, and employee performance because employees perceive that their contributions are valued fairly. Mathis and Jackson (2019) emphasize that base pay and allowances are common forms of direct compensation, whereas employee benefits are typical forms of indirect compensation.

Organizational Culture

Organizational culture is a system of shared values, beliefs, and norms adopted by organizational members and used as a guide for work behavior (Robbins & Judge, 2013; Schein, 2010). A strong organizational culture can shape result orientation, teamwork, attention to detail, and organizational stability. In pharmaceutical services, a supportive culture can strengthen employee commitment to service quality and company targets. Muflih et al. (2025) argue that organizational culture functions not only as a set of norms and values but also as a collective identity that influences employees' ways of thinking and acting.

Work Motivation

Work motivation refers to internal and external forces that encourage employees to exert high levels of effort in order to achieve organizational goals (Robbins, 2002). According to Suhartini (2013), motivation is a desire within individuals that stimulates them to take action. High motivation drives the intensity, direction, and persistence of work behavior. Therefore, work motivation not only has a direct effect on employee performance but may also explain how organizational factors such as compensation and organizational culture are translated into productive work behavior.

Employee Performance

Performance is derived from the concept of performance and refers not only to work results but also to how the work process takes place (Astuti et al., 2021). Mathis and Jackson (2019) distinguish between objective and subjective performance measures. Objective measures can be directly observed, while subjective measures require evaluation and judgment by supervisors or other assessors. In service organizations such as pharmacies, both objective and subjective indicators are important because employee performance includes target achievement, work quality, timeliness, and understanding of job responsibilities.

Previous Studies and Hypotheses

Empirical studies by Arif et al. (2023), Guntoro et al. (2024), Faradhillah and Haryoto (2025), and Nova et al. (2023) show that compensation, organizational culture, and work motivation have positive effects on employee performance. Pham et al. (2024) also report that

organizational culture significantly affects perceived employee performance. However, Ningsih et al. (2021) and Dinda et al. (2021) find that compensation does not always have a significant effect on performance, while other studies indicate that organizational culture may produce different outcomes across contexts. Based on the theoretical and empirical background, this study proposes seven hypotheses: H1 compensation affects employee performance; H2 organizational culture affects employee performance; H3 compensation affects work motivation; H4 organizational culture affects work motivation; H5 work motivation affects employee performance; H6 work motivation mediates the effect of compensation on employee performance; and H7 work motivation mediates the effect of organizational culture on employee performance.

METHODS

Sampling

This study employed a quantitative associative approach. The research site was PT Kimia Farma Apotek Purwokerto Business Unit, which oversees six active pharmacy outlets located in Banyumas Regency, Cilacap Regency, and Purbalingga Regency. The population consisted of 34 employees. Because the population was fewer than 100 individuals, all population members were included as the sample using a saturated sampling technique.

Data Collection

Primary data were collected through questionnaires using a five-point Likert scale ranging from strongly disagree to strongly agree. The questionnaire was distributed to all employees in the study population.

Measurement

The study variables were compensation, organizational culture, work motivation, and employee performance. Compensation was measured using indicators of salary suitability, incentives or bonuses, allowances and facilities, non-financial recognition, and overall compensation satisfaction. Organizational culture was measured through innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Work motivation was measured through intensity, direction, and persistence, while employee performance was measured through job completion, target achievement, quality, timeliness, and task understanding.

Data Analysis

Instrument validity and reliability were tested before the main analysis. Data were then analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) by evaluating the outer model, inner model, and bootstrapping results for hypothesis testing. This method was selected because it is suitable for relatively small sample sizes and for models involving mediation relationships.

RESULTS

Respondent Profile

The respondent profile shows that the study was dominated by female employees, totaling 19 people (55.9 percent), while male employees accounted for 15 people (44.1 percent). Most respondents had worked for more than three years, totaling 21 people (61.8 percent), followed by those with one to three years of service at 10 people (29.4 percent), and fewer than one year at 3 people (8.8 percent). In terms of position, the largest group of respondents were assistant pharmacists, accounting for 11 people (32.4 percent).

Table 1. Respondent Profile

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	15	44.1
	Female	19	55.9
Length of service	< 1 year	3	8.8
	1–3 years	10	29.4
	> 3 years	21	61.8
Dominant position	Assistant Pharmacist	11	32.4

Source: Processed primary data, 2025

Descriptive Statistics

The descriptive analysis indicates that all study variables fall into the high category. Compensation obtained an average score of 3.96, organizational culture 4.04, work motivation 4.10, and employee performance 4.16. The highest compensation score was found in salary suitability (4.18), while the lowest was in recognition for work achievement (3.85). In organizational culture, the highest indicator score was BO2 (4.21) and the lowest was BO1 (3.88). In work motivation, the highest indicator was MK1 (4.21) and the lowest was MK5 (4.03). For employee performance, the highest indicator was KP1 (4.26) and the lowest was KP2 (4.06).

Measurement Model

The measurement model evaluation shows that all indicators have outer loadings above 0.70, ranging from 0.730 to 0.925. All constructs also meet the reliability and validity criteria, with Cronbach's alpha values ranging from 0.840 to 0.935, composite reliability from 0.844 to 0.949, and average variance extracted (AVE) from 0.609 to 0.756. Discriminant validity assessed through HTMT shows that all values are below 0.90, while collinearity testing shows that all VIF values are below 5.00. Therefore, the instrument and measurement model are considered adequate for hypothesis testing.

Structural Model and Hypothesis Testing

In the structural model, the work motivation variable has an R-square value of 0.763 and a Q-square value of 0.562, meaning that 76.3 percent of the variance in work motivation can be explained by compensation and organizational culture. Employee performance has an R-square value of 0.661 and a Q-square value of 0.363, indicating that 66.1 percent of the variance in employee performance can be explained by compensation, organizational culture, and work motivation. These values suggest that the model has good explanatory and predictive power.

Table 2. Hypothesis Testing Results

Variable Relationship	Beta (β)	t-statistics	p-values	Decision
H1: Compensation → Employee Performance	0.398	3.016	0.003	Accepted
H2: Organizational Culture → Employee Performance	0.515	3.757	0.000	Accepted
H3: Compensation → Work Motivation	0.387	3.434	0.001	Accepted
H4: Organizational Culture → Work Motivation	0.641	6.179	0.000	Accepted
H5: Work Motivation → Employee Performance	0.616	2.467	0.014	Accepted
H6: Compensation → Work Motivation → Employee Performance	0.238	2.128	0.033	Accepted
H7: Organizational Culture → Work Motivation → Employee Performance	0.395	2.089	0.037	Accepted

Source: Processed primary data, 2025

DISCUSSION

The results show that compensation has a positive and significant effect on employee performance. This finding indicates that when the company provides rewards that are aligned with job demands and responsibilities, employees tend to show better work outcomes. In the context of PT Kimia Farma Apotek Purwokerto Business Unit, compensation functions not only as a return for services rendered but also as a mechanism for reinforcing productive work behavior. This finding is consistent with Guntoro et al. (2024), Tjahjadi and Uria (2021), and Purba and Setiyono (2022).

Organizational culture also has a positive and significant effect on employee performance. The coefficient for organizational culture on performance ($\beta = 0.515$) is larger than the coefficient for compensation, indicating that organizational culture is a highly important factor in shaping employee work behavior. A culture that emphasizes result orientation, teamwork, people orientation, and organizational stability appears to strengthen performance quality in the pharmaceutical retail business. This result supports the views of Robbins and Judge (2013) and Schein (2010), who argue that a strong organizational culture functions as a behavioral guidance system for organizational members.

Compensation and organizational culture both have positive and significant effects on work motivation. However, organizational culture shows the largest coefficient for work motivation ($\beta = 0.641$). This means that employee motivation is shaped more strongly by the work environment and organizational values than by financial rewards alone. In other words, employees are encouraged not only by compensation but also by a supportive work climate, positive relationships, team orientation, and clear organizational direction.

Work motivation has a positive and significant effect on employee performance. This finding confirms that employees with strong work motivation tend to be more enthusiastic, consistent, and responsible in completing their duties. In pharmacy service organizations, strong motivation is particularly important because the work requires carefulness, continuity of service, and accuracy in task execution. This result is in line with Hasana and Helmi (2023) and Madyoningrum and Azizah (2022), (Basyah et al., 2022), (Triasmawan et al., 2023), (Qomariah et al., 2024), (Rahmani et al., 2025), (Tahiri et al., 2022), (Hosen et al., 2024), (Rahmadani et al., 2023), (Qomariah et al., 2021), (Mu'ah et al., 2023), (Atikah & Qomariah, 2020), (Setiawan et al., 2022).

The mediation test shows that work motivation significantly mediates the effects of compensation and organizational culture on employee performance. The indirect path of organizational culture $\rightarrow$ work motivation $\rightarrow$ employee performance has a larger coefficient ($\beta = 0.395$) than the indirect path of compensation $\rightarrow$ work motivation $\rightarrow$ employee performance ($\beta = 0.238$). This finding suggests that organizational culture becomes more effective in improving performance when it is able to stimulate employee motivation. Therefore, improving employee performance should not rely solely on compensation policies but should also involve strengthening an organizational culture that builds enthusiasm, involvement, and work commitment.

CONCLUSION

This study proves that compensation, organizational culture, and work motivation have positive and significant effects on the employee performance of PT Kimia Farma Apotek Purwokerto Business Unit. Organizational culture is the most dominant variable in shaping work motivation, while work motivation acts as an intervening variable that bridges the effects of compensation and organizational culture on employee performance. Therefore, efforts to improve employee performance should focus on refining compensation systems, strengthening organizational culture, and implementing managerial strategies that sustain employee motivation over time.

LIMITATION

This study has several limitations. First, the sample consisted of only 34 respondents because the research was limited to a single business unit, so the findings should be generalized with caution. Second, the data were collected using self-administered questionnaires, which may introduce subjective bias.

Third, the study used only compensation, organizational culture, and work motivation as predictors of employee performance. Future research is therefore encouraged to include other variables, such as leadership, work discipline, work environment, or job satisfaction, in order to develop a more comprehensive explanatory model.

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