

The Influence Of Compensation And Motivation On Employee Performance (Systematic Literature Review)

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Abstract

Human resources play a crucial role in the sustainability of an organization given their direct involvement in driving all operational lines. To optimize work performance, organizations are required to pay close attention to compensation systems and work motivation. This study aims to comprehensively analyze the influence of compensation and motivation on employee performance through a Systematic Literature Review (SLR) approach. Within this conceptual framework, compensation and motivation are positioned as independent variables, while employee performance is positioned as the dependent variable. Secondary data were collected from various reputable scientific articles on Google Scholar published within the last five years. The results of the literature synthesis indicate that compensation and motivation provide a positive and significant contribution to employee performance achievement. A proportional compensation scheme and high work motivation have been proven to be able to boost employee enthusiasm, sense of responsibility, and productivity, which ultimately leads to improved overall organizational performance.

Keywords: Compensation, Work Motivation, Employee Performance, Systematic Literature Review

INTRODUCTION

The increasingly competitive dynamics of the business world require every organization to manage human resources effectively to achieve strategic goals. Human resources act as a key pillar of organizational success because smooth operations

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depend heavily on employee performance. Therefore, the effectiveness of employee performance is a focus in human resource management governance. As emphasized by Hidayat (2021), employee performance reflects the level of achievement of an individual's work targets in carrying out operational tasks in accordance with the standards set by the organization's leadership. When employees are able to make optimal contributions, organizational productivity automatically increases, thereby sustaining the institution's competitiveness.

However, in practice, not all organizations are able to achieve truly optimal employee performance. This obstacle is generally triggered by the presence of various complex factors that influence individual behavior and work effectiveness on a daily basis. Numerous empirical studies in the field of human resource management indicate that employee performance is shaped by various aspects, including leadership style, a conducive work environment, individual competency levels, compensation schemes, and the level of work motivation. Among these various determinants, compensation and work motivation are often identified as two vital predictors that play a very dominant role in stimulating employees to be willing to devote their best abilities.

Compensation is a form of appreciation or reward allocated by an organization to employees for their tangible contributions to their work. According to Zulfani (2021), compensation structures can take the form of financial rewards such as base salary, performance incentives, annual bonuses, and welfare benefits, as well as non-financial compensation in the form of work support facilities. Compensation arrangements that are managed fairly, proportionally, and commensurate with the workload are believed to foster job satisfaction and spur increased individual productivity. Research findings published by Dahlia and Fadli (2022) empirically demonstrate that compensation has a positive and significant impact on employee performance. Similar findings were also presented by Karlina, Irfan, and Baharuddin (2023), who asserted that improving the compensation scheme distributed to employees will automatically drive a linear increase in employee performance.

In addition to compensation instruments, work motivation also plays a fundamental role in influencing the quality of employee performance. Motivation is essentially a combination of internal drive and external stimuli that encourage a person to undertake a series of concrete actions to achieve specific goals (Santi, 2021). Within an organization, work motivation is closely related to an employee's psychological willingness to exert maximum effort in completing their work obligations. Employees with high motivation consistently display strong work passion, strong organizational

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commitment, and strive to achieve work outputs that exceed minimum standards. Empirical evidence from Akhiryana and Ahmadi (2024) supports this fact by concluding that work motivation has a significant impact on employee performance. This finding aligns with the study by Zulfanni and Nugraha (2021), which found that compensation and motivation have a significant positive impact on employee performance.

Based on this background, this study was designed to conduct a systematic literature review of various scientific publications over the past five years that examine the influence of compensation and motivation on employee performance. The results of this study are expected to provide a more complete and comprehensive theoretical understanding of the determinants of employee performance and serve as a strategic reference for human resource management practitioners in formulating more effective and efficient organizational policies.

LITERATURE REVIEW

Compensation

Compensation holds a highly strategic position in human resource management governance because it directly relates to organizational rewards for employee contributions. In the context of modern management practices, compensation is positioned not merely as a form of financial reward for completed tasks, but rather functions as part of an organization's strategic strategy in recruiting, retaining, and motivating employees to achieve superior performance. Therefore, a well-designed and well-planned compensation system will positively impact employee job satisfaction, motivation, and overall performance (Mulyeni et al., 2023).

Conceptually, compensation encompasses all forms of rewards received by employees as a consequence of the work they perform within an organizational entity. These rewards are allocated within two main frameworks: financial and non-financial. Financial compensation is generally realized through the receipt of a base salary, wages, special incentives, periodic bonuses, and health and position allowances. On the other hand, non-financial compensation is realized in the form of providing representative work facilities, giving forms of recognition, ensuring career development opportunities, and creating a safe and conducive work environment. Through the existence of a compensation system that is managed fairly and appropriately, employees will feel appreciated, thereby strengthening their commitment and loyalty to the institution.

From an organizational effectiveness perspective, compensation acts as a tool to control work behavior. Imanto and Syawaludin (2024) stated that providing

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compensation that balances contributions and workload can create a climate of procedural and distributive justice. When employees perceive a balance between rewards and work sacrifices, they are motivated to perform at their best. Conversely, a compensation scheme that misaligns with employee expectations has the potential to reduce motivation and lead to a decline in work quality. Therefore, the formulation of compensation policies must take into account the organization's financial capacity, labor market conditions, employee qualification levels, and local wage regulations.

In addition, compensation schemes also act as a variable in shaping employees' daily work behavior patterns. A carefully designed compensation system can stimulate employees to work more productively, oriented toward achieving the organization's strategic goals. Therefore, company management needs to develop compensation policies that consider various crucial factors, such as the business's financial capacity, labor market dynamics, employee educational qualifications, and applicable minimum wage regulations in a given region.

In human resource management research, compensation is often linked to improved employee performance. Research by Farida and Hakim (2022), Selandra and Vikaliana (2023), and Handia (2023) confirms that adequate compensation can boost job satisfaction and stimulate maximum employee contribution. Thus, compensation functions beyond simply meeting economic needs and serves as a driving mechanism for organizational productivity.

Compensation Indicator

When measuring compensation variables in research, several indicators are often used as the basis for assessment. These indicators relate to how the compensation system is implemented within the organization and how employees perceive the fairness and appropriateness of the rewards they receive. Generally, compensation indicators include:

1. Payment level, namely the nominal amount of compensation received by employees when compared to the weight of the tasks carried out.
2. Payment structure, namely a system of grouping salaries based on position, responsibility, and job level.
3. Determining individual compensation, namely a mechanism for determining the value of rewards that takes into account factors such as educational background, length of service, and employee achievement.



4. Payment method, namely the method of providing compensation to employees, either based on working time or based on work results.
5. Compensation system control, namely the organizational mechanism for managing and monitoring compensation policies to ensure they remain effective and efficient.

With these indicators, researchers can evaluate the extent to which the compensation system in the organization is able to influence employee work behavior and performance.

Motivation

Motivation is a crucial psychological driving factor in human resource management because it plays a role in motivating individuals to perform optimally. Within an organization, motivation relates to both internal and external drives that guide employee behavior in fulfilling their duties. Employees with high levels of motivation consistently express passion, moral commitment, and a deep sense of responsibility for their work, enabling them to achieve superior performance for the organization. Conceptually, motivation is understood as a series of processes that explain the intensity, direction of action, and persistence of individuals in achieving targeted goals. The psychological state of work motivation encourages employees to complete their work with full dedication in order to realize both personal and institutional goals (Handayani, 2025).

The basic nature of work motivation can be derived from two main dimensions: intrinsic motivation and extrinsic motivation. Intrinsic motivation grows from within an individual, such as the drive to actualize one's potential, the need for work achievement, and a sense of inner satisfaction upon successfully completing a challenging task. Conversely, extrinsic motivation is triggered by external stimuli originating from the workplace environment, such as financial rewards, awards, promotions, and positive recognition from leadership. These two types of motivation interact dynamically to shape work behavior patterns and determine the quality of employee performance output. Afrizal et al. (2024) explain that within an organizational managerial framework, fostering work motivation often functions as a strategic approach to elevating employee performance. Institutional leaders play a key role in creating a work ecosystem capable of stimulating employee work motivation to work more efficiently and productively. This motivation-boosting step can be realized through a series of interventions, such as providing forms of appreciation for achievements, creating a comfortable and supportive

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physical work environment, providing transparent career development paths, and establishing harmonious two-way communication between leaders and employees.

Various previous research findings consistently confirm that work motivation significantly influences employee performance. As cited in various studies, motivation has been shown to act as a determinant factor that directs the focus of individual behavior. Research published by Riyadi et al. (2025) demonstrated that work motivation has a significant positive impact on employee performance because it can encourage individuals to work more carefully in realizing organizational targets. Similar findings were expressed by Adzansyah et al. (2025), who emphasized that the level of motivation is directly proportional to the quality of employee performance.

Similar results were also demonstrated in Lestari's (2024) research report, which stated that work motivation has a significant positive influence on employee performance. This fact proves that the presence of a strong work drive within an individual can boost productivity levels and the quality of work output. Furthermore, research by Karlina, Irfan, and Baharuddin (2023) also confirms that strengthening employee work motivation significantly contributes to sustainable performance improvement. Thus, this body of scientific evidence confirms that motivation is a key predictor of employee performance.

Motivation Indicators

To objectively detect and measure employee work motivation levels, a set of measurable indicators is required that can serve as evaluation tools. Motivation indicators reflect the extent to which an employee's psychological drive influences daily work behavior patterns. Referring to the thinking of Dahlia and Fadli (2022), who examined the relationship between motivation and performance, work motivation levels can be observed through the following key parameters:

1. The drive to achieve goals, namely the availability of strong determination from within the individual to complete the work targets and objectives set by organizational management.
2. Enthusiasm in carrying out work, namely the level of enthusiasm, passion and perseverance expressed by employees when carrying out daily tasks and obligations.
3. The desire to achieve work performance, namely the individual's personal drive to continue to produce work quality that exceeds the minimum standards set by the company.

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4. Responsibility for assigned tasks, namely moral awareness and employee commitment to complete each job accurately and on time.
5. Willingness to work better, namely the openness and willingness of individuals to continuously improve their work methods and hone their professional skills.

The application of these indicators provides a detailed picture of the degree of employee work motivation, which in turn can be used as a reference in encouraging overall work productivity.

Employee performance

Employee performance is a key barometer in evaluating the success of human resource management because it is directly related to the achievement of an organization's strategic goals. Performance indicates the extent to which an employee is able to carry out the tasks, authority, and responsibilities assigned to them effectively and efficiently. A superior level of performance reflects an employee's ability to execute their work accurately, while low performance can be a major obstacle to achieving organizational goals. Conceptually, employee performance is defined as the accumulation of work outputs achieved by an individual, both in terms of quality and quantity, based on the allocation of assigned responsibilities. Performance evaluation does not solely focus on the final result, but also encompasses the efficiency of the individual's work processes. Therefore, management needs to conduct periodic performance measurements to ensure that all work processes run according to organizational standards (Safitri and Siska, 2025).

Judging from its operational dynamics, employee performance is shaped by a combination of internal and external factors. Internal aspects include talent potential, technical skill level, work experience, and self-motivation. External factors, on the other hand, include the appropriateness of the compensation system, the leadership style of superiors, the conduciveness of the physical work environment, and the prevailing organizational culture. If all these supporting factors are managed synergistically, employee performance will experience significant improvements and positively impact the institution's productivity. Furthermore, employee performance also plays a crucial role in determining the competitive advantage of a business entity. Companies supported by high-performing employees will be much more adaptive in responding to market dynamics and intense competition (Santi and Widodo, 2021).

Previous studies by Agustine and Andani (2023), Rismawati et al. (2021), and Handia (2023) have clearly demonstrated that employee performance is significantly

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influenced by compensation and work motivation. Fairly managed compensation allocation supported by high levels of work motivation has been shown to stimulate employees to work harder and produce high-quality work output. Therefore, organizational policymakers must pay close attention to these two variables to achieve optimal employee performance.

Employee Performance Indicators

To evaluate employee performance objectively and systematically, organizations require clear indicators to measure work results. Performance indicators reflect aspects of the quality and effectiveness of the work demonstrated by employees. Based on research by Hidayat (2021), employee performance can be measured through the following main indicators:

1. Quality of work, namely the level of neatness, accuracy and conformity of employee work output with the quality standard criteria set by the organization.
2. Quantity of work, namely the volume or amount of work that employees are able to complete within a certain allocated time period.
3. Punctuality in completing work, namely the employee's ability to manage work time allocation efficiently so that tasks are completed according to the scheduled deadline.
4. Responsibility for duties, namely moral awareness and employee integrity in carrying out obligations and maintaining the trust given by management.

By implementing these indicators, management can map employee productivity profiles precisely and formulate targeted coaching strategies.

Previous Research Studies

Table 1. Synthesis Matrix of Previous Research on the Influence of Compensation and Motivation on Employee Performance

No	Author and Year	Research Title	Analysis Method	Key Findings
1	Hidayat, A. (2021)	The Influence of Compensation and Motivation on Employee Performance	Structural Equation Modeling (SEM) WarpPLS 5.0 on 218 employees of the General	The research results show that, in general, compensation and motivation have a direct effect on performance



		with Job Satisfaction as an Intervening Variable	Hospital of the University of Muhammadiyah Malang.	and job satisfaction. However, job satisfaction has not been shown to mediate the effect of compensation or motivation on employee performance.
2	Dahlia, M., and Fadli, R. (2022)	The Influence of Compensation and Motivation on Employee Performance at PT FYC Megasolusi in South Tangerang	Regression analysis, instrument testing, classical assumption testing, and hypothesis testing on 60 employees of PT FYC Megasolusi.	There is a positive and significant influence between motivation and performance. Compensation and motivation together have a significant influence on employee performance (F count 51.725 > F table 3.16, sig 0.000 < 0.05).
3	Zulfanni, and Nugraha, H. S. (2021)	The Influence of Compensation and Motivation on Employee Performance at the Semarang Main Post Office	Simple and multiple linear regression analysis using the SPSS program on respondents at the Semarang Main Post Office.	Compensation has a positive effect on performance, motivation has a positive effect on performance, and compensation and motivation simultaneously have a positive effect on employee performance.
4	Karlina, N., Irfan, A., and Baharuddin, B. (2023)	The Influence of Compensation and Motivation on Employee	Multiple linear analysis of a sample of 50 employees of the	The compensation variable has a positive and significant effect on performance. Similarly,

		Performance at the Civil Servant Cooperative of Hasanuddin University, Makassar	Hasanuddin University Civil Servant Cooperative.	the motivation variable has a positive and significant effect on employee performance.
5	Akhiryan, M. T., and Ahmadi, M. A. (2024)	The Influence of Compensation and Work Motivation on Performance	Quantitative approach with SEM PLS 3 analysis of 157 educational staff in Jatipurno District.	Better compensation and higher work motivation have been proven to significantly and comprehensively improve the performance of educational staff.
6	Santi, V. E., and Widodo, S. (2021)	The influence of compensation and work motivation on employee performance at PT TIKI Jalur Nugraha Ekakurir Jakarta	Quantitative approach to causality with a survey of 131 samples of the Safety and Security Division using multiple linear regression.	Compensation has a direct effect of 51.6 percent, motivation has a direct effect of 12.9 percent, and both together have a positive and significant effect on employee performance.
7	Agustine, K. B., and Andani, K. W. (2023)	The influence of compensation and motivation on employee performance at PT Hasta Jaya Marina in Central Jakarta	Quantitative causal conclusive design with Structural Equation Modeling (SEM) technique on 50 employees of PT Hasta Jaya Marina.	Compensation and motivation together have a positive and significant influence on employee performance levels.
8	Rismawati, D., Hadian, D., Manik,	The Influence of Compensation and Work	Descriptive and verification methods through a	All independent variables, namely compensation and work

	E., and Titi, T. (2021)	Motivation on Employee Performance: A Survey of an Outsourcing Company in Bandung City	survey of 45 respondents of outsourcing company employees in Bandung City.	motivation, have a positive relationship and have a significant influence on employee performance.
9	Prasada, D., and Kristianti, L. S. (2021)	The Influence of Compensation and Motivation on Employee Performance at PT Pratama Mega Kencana	Regression analysis method, coefficient of determination, and simultaneous hypothesis testing at PT Pratama Mega Kencana.	Compensation partially has a positive and significant effect, motivation partially has a positive and significant effect, and both together have a significant effect on performance.
10	Safitri, F., and Siska, E. (2025)	The Influence of Compensation and Work Motivation on Employee Performance at PT Millennium Pharmacon International Jakarta Branch 2	Saturated sampling technique on 48 employees with multiple linear regression, t test, F test, and determination.	Partially, compensation has a significant effect (t count 8.072), motivation has a significant effect (t count 2.995), and simultaneously has a significant positive effect (F count 114.246).

RESEARCH METHODS

This study employs a Systematic Literature Review (SLR) approach designed to comprehensively analyze various previous studies on the influence of compensation and motivation on employee performance. The SLR method was chosen because it provides a structured and detailed framework for identifying, selecting, and synthesizing reputable published scientific research findings, resulting in an in-depth theoretical synthesis of the relationships between variables (Zaqiyah et al., 2023). Secondary data in this study were collected from various scientific articles published in indexed academic journals, both

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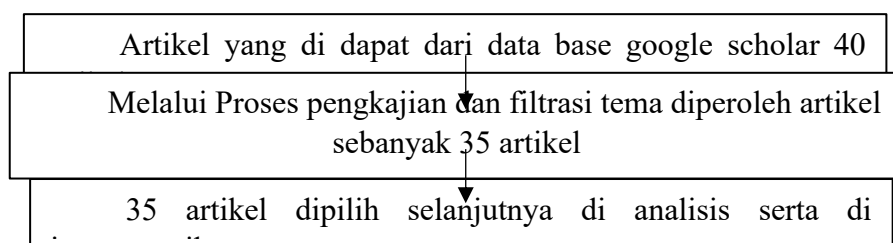


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nationally and internationally. The literature search was conducted through major academic databases, namely Google Scholar and Garba Rujukan Digital (Garuda), using specific search keywords, including compensation, work motivation, and employee performance. The selected scientific articles were limited to publications within the last five years to ensure the relevance of the information to current management developments.

In the literature selection process, researchers established several inclusion criteria to ensure that the articles analyzed align with the research focus. These criteria include: (1) scientific articles discussing employee compensation, motivation, and performance variables; (2) articles published in scientific journals within the most recent year; (3) articles that are fully available so they can be analyzed comprehensively; and (4) research using quantitative or qualitative methods relevant to the research topic. Articles that are not directly related to the research variables or do not meet the specified criteria are not included in the analysis process.

The research stages in the Systematic Literature Review method are carried out through several steps, namely the article identification process, the literature screening process, the article quality evaluation, and the analysis of the research findings. In the identification stage, researchers collect various articles related to the research topic through a predetermined database. Next, in the screening stage, the obtained articles are selected based on their suitability to predetermined criteria. After the relevant articles are obtained, researchers analyze the research content to identify key findings related to the influence of compensation and motivation on employee performance.



The data analysis technique used in this study was qualitative descriptive analysis, which involved comparing and interpreting research findings from various relevant literature sources. Through this analysis, researchers were able to identify patterns of relationships between compensation, motivation, and employee performance variables and formulate conclusions based on a synthesis of the results from various previous studies.

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RESULTS AND DISCUSSION

The Influence of Compensation on Employee Performance

Compensation is a fundamental element that determines the effectiveness of employee performance within an organization. Various previous research studies have confirmed that compensation serves as a tangible form of recognition from management for employees' contributions to achieving the institution's strategic goals. From a human resource management perspective, compensation is no longer viewed merely as fulfilling routine financial obligations, but rather as a strategic instrument to foster motivation, build loyalty, and boost daily work productivity. Therefore, implementing a fair, transparent, and competitive compensation system is a vital strategy that companies must implement to maintain optimal employee performance.

Compensation schemes are generally grouped into two main forms: financial compensation and non-financial compensation. Financial compensation includes the distribution of base salary, performance incentives, bonus allocations, and welfare benefits received directly by employees. Non-financial compensation, on the other hand, is realized through psychological rewards for work performance, career development opportunities, a comfortable physical work environment, and other supporting facilities. Both compensation schemes are equally important in maintaining employee work enthusiasm because they are able to meet both their material and psychological needs.

A thorough synthesis of the scientific literature demonstrates consistent findings that compensation has a positive and significant impact on improving employee performance. Structuring compensation that balances workload and individual contributions has been shown to increase job satisfaction and motivate employees to work harder. When employees feel that their sacrifices are properly recognized by the company, their moral commitment to completing their duties is strengthened. Empirical evidence from studies by Dahlia and Fadli (2022), Rismawati et al. (2021), Prasada and Kristianti (2021), and Farida and Hakim (2022) confirms that fairly managed compensation directly and significantly contributes to improving employee productivity and overall performance.

Thus, it can be concluded that compensation plays a crucial role in improving employee performance. The better the compensation system implemented by a company, the higher the level of performance employees can achieve. This demonstrates that compensation is a strategic tool that organizations can use to effectively manage human resources.

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The Influence of Motivation on Employee Performance

Besides compensation variables, work motivation plays a key role in determining the quality of employee performance. Motivation is defined as a psychological drive, whether originating from within or from external environmental factors, that triggers a person to act with focus to achieve a specific goal. In the context of organizational operations, motivation acts as a primary driver, motivating employees to dedicate their time, energy, and best capabilities to achieving company-set goals.

Work motivation can stem from both internal and extrinsic dimensions. Intrinsic motivation stems from personal drives, such as the desire to actualize one's potential, the desire to achieve work success, and the sense of inner satisfaction that comes from completing a task. Meanwhile, extrinsic motivation is triggered by stimuli outside the workplace, such as incentives, promotion opportunities, praise from superiors, and forms of organizational recognition. These two dimensions of motivation interact closely to encourage employees to perform more effectively and productively.

In management practice, work motivation is closely linked to employee satisfaction and commitment. Highly motivated employees consistently exhibit positive work attitudes, maintain a strong commitment to the organization, and complete tasks with a high degree of accuracy. Conversely, decreased motivation can lead to decreased productivity, a lack of accountability, and high employee absenteeism. Empirical evidence from research by Santi and Widodo (2021), Agustine and Andani (2023), Mulyeni et al. (2023), and Imanto and Syawaludin (2024) confirms that work motivation has a positive and significant impact on employee performance across various organizational sectors.

Based on this description, it can be concluded that motivation plays a crucial role in improving employee performance. The higher the level of motivation an employee possesses, the more likely they are to demonstrate optimal performance in carrying out their duties and responsibilities. Therefore, organizations need to create strategies that can increase employee motivation so that overall organizational performance can continue to improve.

CONCLUSION

Based on a series of Systematic Literature Review analyses conducted on various previous scientific publications, it can be concluded that compensation and work motivation variables have been proven to have a positive and significant influence on employee performance achievement. Compensation arrangements that are allocated

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fairly, proportionally, and aligned with employee contributions can increase job satisfaction and strengthen commitment to the organization. Meanwhile, cultivating work motivation acts as a vital psychological boost that spurs employee passion, discipline, and responsibility in completing daily tasks. Thus, compensation and motivation are two qualitative and quantitative instruments that are very important for shaping employee performance. Therefore, policy makers in companies are advised to continuously align compensation strategies and work motivation improvement programs as an integral part of the strategic human resource management plan to optimally achieve organizational goals.

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