

The Effect of Personal Characteristics, Motivation and Compensation on Employee Performance with Loyalty as Intervening Variables

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Abstract

This study aims to analyze the influence of personal characteristics, motivation and compensation variables on performance with loyalty as an intervening variable. This research is a quantitative study with a causality research design. The sampling technique in this study was saturated sampling, which is a sampling technique using the entire population, they are lecturers and employees of Ma'had Abu Ubaidah bin Al Jarrah Medan, amounting to 43 people. The analytical method used is path analysis. The data processing process uses SPSS 22. The results show that partially, the three variables used in the study: personal characteristics, motivation and compensation have no effect on employee performance. When interpreted through loyalty variables, the two variables personal characteristics and compensation do not affect performance, but motivation variables affect performance. While loyalty has a significant effect on performance. This shows that the lecturers and employees of Ma'had Abu Ubaidah bin Al Jarrah have good loyalty and performance even though with a limited amount of Human Resources, lack of motivation and inadequate compensation. Because not only the material goals to be achieved, but the call to serve is the reason for their existence in Ma'had Abu Ubaidah bin Al Jarrah Medan.

Keywords

performance; loyalty; personal characteristics; motivation; compensation



I. Introduction

A balance between the needs of employees and company targets can be realized if the human resources in the company can be managed professionally (Mangkunegara, 2017). To be able to achieve maximum employee performance, companies need to be fair to employees. This can foster employee loyalty to the company. Employees who have high loyalty will be in line with the enthusiasm and responsibility they have in carrying out each of their duties. (Gomes, 2017).

To reach employees with high loyalty, companies need to know the personal characteristics of each employee so that the company can provide motivation appropriately and can also place each employee in a place or section that is in accordance with the field under their control (the right man on the right place). If this is fulfilled, the organization will experience maximum performance results and can minimize errors in work. (Sutrisno, 2019).

When employees have been placed according to their abilities and fields, then motivation is quite important for the company to be given to employees according to their needs. Motivation is a factor that encourages or causes someone to do a certain activity, motivation is also often referred to as a factor driving one's behavior. (Sutrisno, 2019). A

motivational drive contributes to higher quality of human resources and better performance in organizations. (Ghaffari, 2017).

Apart from motivation, the role of compensation is equally important in improving employee performance in a company. In principle, compensation is defined as the result of sales of human resources to the company. Employees carry out their duties in order to fulfill their daily needs, and companies are obliged to give employees rights so that the needs or targets of the company are also met. (Sutrisno, 2019).

That way personal characteristics, motivation, and compensation are some of the factors that can increase employee performance and loyalty. However, there is an Arabic language education institution in the city of Medan, namely Ma'had Abu Ubaidah bin Al Jarrah which with limited human resources, lack of motivation and inadequate compensation but still manages to become the trust of the people of Medan. The results of the interview with the Head of Administration Ma'had Abu Ubaidah stated that the success of ma'had in obtaining this achievement was inseparable from the collaboration of all elements in Ma'had. So far, researchers have not found any research that shows an institution or company that has employees with good performance and loyalty but is not accompanied by adequate numbers of human resources, motivation and compensation. So that researchers are interested in analyzing the influence of personal characteristics, motivation and compensation on the performance of lecturers and employees at Ma'had Abu Ubaidah bin Al-Jarrah with loyalty as an intervening variable.

II. Review of Literature

2.1 Performance

Employee performance according to Mangkunegara (2017) is the achievement of an employee's work in carrying out his duties both in quality and quantity according to the responsibilities assigned to him. Performance is a tangible manifestation of the values, beliefs, and understanding that are assumed to be based on strong moral principles so that they can become motivation to produce quality work. (Multitama, 2006). According to Mathis and Jackson, performance aspects consist of quantity of work results, quality of work results, timeliness, attendance at work and cooperative attitude. Performance is a measure of the success of a company. For this reason, companies need to evaluate the performance of their employees in order to know and be able to make decisions to determine what steps can be taken in the future for the success of a company.

The term performance or work performance comes from the English word "performance". According to Khan in Purba (2020) performance is defined as work ability in terms of quality and quantity. Performance is a work performance (performance) both in quantity and quality achieved by someone during a certain period, usually within one year. According to Ivancevich, Konopaske and Matteson in Purba (2020) that performance shows the ability and skills of workers. Opinions emphasize the competence of human resources possessed by organizations, ranging from the ability of employees' cognition, affection, and psychomotor.

2.2 Loyalty

According to Budiman in (Alfiyah, 2016) loyalty comes from the root word loyal which means loyal or obedient. This means that loyalty is following someone, system or rules faithfully and obediently. The level of employee loyalty to the company can be seen from several aspects, namely compliance with regulations, responsibility towards the company,

willingness to work hard, a sense of belonging, good interpersonal relationships and a liking for work. (Kurniawan, 2019) Employees with high loyalty will do many things for the benefit and progress of the company. Alfiah's research results (2016) have also supported this research, where partially the loyalty variable has a significant effect on employee performance.

2.3 Personal Characteristics

Personal characteristics are one of the most common factors affecting corporate climate. The personal character of each employee determines the employee's motivation and attitude towards work and the way he responds to work (Askari, 2017). Baum and Locke in (Fazzlurahman, 2016) explain that character is an individual personality that can differentiate between one individual and another in the same situation. Character is an individual personality that is unique, subjective, influenced by individual knowledge, values, perceptions, and experiences that are not easily imitated.

The personal characteristics of each employee vary widely. For this reason, companies need to select employees with criteria in accordance with company needs. According to Nimran (2009) individual characteristics include personality, perceptions and attitudes. Good personal characteristics will be directly proportional to the resulting performance. This is in line with research conducted by Ananda (2018), according to the results of his research, employees will have a strong urge to work hard which will affect performance improvement if the employee has the ability, good attitude, high interest in their work, and has good needs must be fulfilled.

2.4 Motivation

In life, motivation has a very important role because motivation is an entity causing, channelling, and supporting human behaviour, so that they want to work hard and enthusiastically to achieve the optimal results. Likewise, in the world of work, motivation plays an important role in achieving the organizational goals. Motivation is important because, by having this motivation, it is expected that each individual of employee is willing to work hard and enthusiastically to achieve high work productivity. Motivation comes from the Latin word "movere" meaning "impulse or driving force". This motivation is given to humans, especially to subordinates. Related to this, what is meant by motivation is to question how to encourage the enthusiasm of subordinates' work, so that they want to work hard by giving all their abilities and skills to realize organizational goals. Motivation is the whole process of giving encouragement to subordinates to work in such a way so that they want to work with sincerity, and the achievement of efficient and economical organizational goals can be achieved (Sondang in Kuswati, 2008).

Motivation is a driving factor for a person to do certain activities, therefore motivation is also referred to as a driving factor for one's behavior (Sutrisno, 2019). Abraham Maslow suggested that the hierarchy of human needs consists of physiological needs, safety needs, affiliation needs, esteem needs, and self actualization needs. (Mangkunegara, 2017). The power and potential of employees to work better and productively are triggered by the high motivation that employees have at work, so that it will result in increased performance and quality. As stated by Gomes (2017) in his research, work motivation has a positive and significant effect on employee performance, so it can be said that employee performance can increase with increasing work motivation.

2.5 Compensation

Hasibuan (2017) defines compensation as all income in the form of money, direct or indirect goods received by employees in return for the services provided by employees to the company. For employees, compensation is a right and the main source of income, for that their life needs must be fulfilled through this compensation and have a guarantee for their acceptance. Compensation that is managed properly will help the company achieve company goals and be able to obtain, maintain and look after employees properly. So that the best performance will be given by employees to the company. This is in line with research conducted by Rahmawati (2016). In his research, he said that the proper compensation will provide positive encouragement to employees. And will encourage employees to do better. The better, fairer and fairer the compensation provided by the company, the better the employee's performance will be.

2.6 Research Conceptual Framework

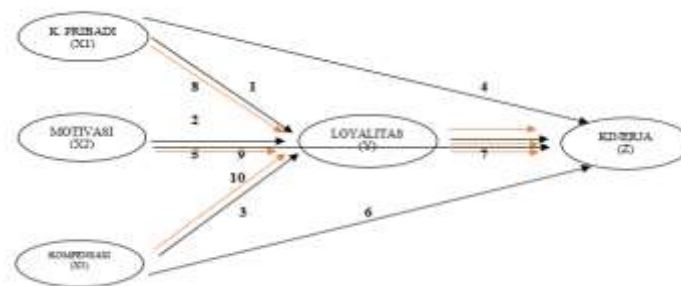


Figure 1. Research Conceptual Framework

2.7 Hypothesis

The hypotheses in this study are:

1. H1: There is a significant influence between personal characteristics on loyalty.
2. H2: There is a significant influence between motivation and loyalty.
3. H3: There is a significant influence between compensation on loyalty.
4. H4: There is a significant influence between personal characteristics on performance.
5. H5: There is a significant influence between motivations on performance.
6. H6: There is a significant effect between compensation on performance.
7. H7: There is a significant relationship between loyalty and performance.
8. H8: There is a significant influence between personal characteristics on performance through loyalty.
9. H9: There is a significant influence between motivation on performance through loyalty.
10. H10: There is a significant influence between compensation on performance through loyalty.

III. Research Method

This research is a quantitative study with a causality research design. The population in this study was all Arabic lecturers and administrative staff of Ma'had Abu Ubaidah bin Al Jarrah Medan who had a minimum work period of 3 months. The total population of lecturers is 25 people, and from administrative staff are 18 people. Then the total population is 43 people.

The reason for choosing the object of research at Ma'had Abu Ubaidah bin Al-Jarrah is because this institution is one of the Arabic language education institutions in Medan which has the trust of the public, as evidenced by the high enthusiasm of the community in studying Arabic at Ma'had Abu Ubaidah bin Al Jarrah. In addition, this institution also received several awards from the AMCF Foundation in assessing the work of the Ma'had branches spread across 20 points in Indonesia.

The sampling technique used in this study was saturated sampling. According to Sugiyono (2014), saturated sampling technique is a sampling technique using all members of the population as a sample. This is because the population used in this study is relatively small, with a total population of 43 people.

The analysis method used is path analysis. The data processing used SPSS 22. In this study, there were 3 exogenous variables, namely personal characteristics, motivation and compensation, 1 endogenous variable, namely performance, and 1 exogenous and endogenous variable, namely loyalty.

IV. Result and Discussion

4.1 Hypothesis Testing

a. The Coefficient of Determination (R^2)

Table 1. Determinant Results (R^2) of Sub Structure I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.779 ^a	.607	.577	2.915	2.395

Source: Data processed in May, 2020

Loyalty variables can be explained by personal characteristics, motivation and compensation variables of 60.7%; while the influence of 39.3% was caused by other variables outside of this study.

Table 2. Determinant Results (R^2) of Sub Structure II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652 ^a	.426	.365	2.304	2.322

Source: Data processed in May, 2020

The performance variables can be explained by personal characteristics, motivation, compensation and loyalty variables, which are 42.6% meanwhile, the effect of 57.4% was caused by other variables outside this study.

b. F Test

Table 3. Sub Structure F Test Results I

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	512.806	3	170.935	20.117	.000 ^b
Residual	331.380	39	8.497		
Total	844.186	42			

Source: Data processed in May, 2020

The regression model can be used to predict the three variables, namely personal characteristics, motivation and compensation together (simultaneously) have a significant effect on the loyalty variable.

Table 4. Sub Structure F Test Results II

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	149.493	4	37.373	7.042	.000 ^b
Residual	201.670	38	5.307		
Total	351.163	42			

Source: Data processed in May, 2020

Then the regression model can be used to predict the four variables, namely personal characteristics, motivation, compensation and loyalty together (simultaneously) have a significant effect on performance variables.

c. t Test

Table 5. Sub Structure t test Results I

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	12.926	5.685		2.274	.029
Personal Characteristics	.459	.147	.385	3.112	.003
Motivation	.512	.143	.519	3.583	.001
Compensation	-.054	.115	-.058	-.474	.638

Source: Data processed in May, 2020

Table 6. Sub-Structure t-test results II

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	5.818	4.781		1.217	.231
Personal Characteristics	.186	.130	.243	1.431	.160
Motivation	.041	.130	.065	.316	.754
Compensation	-.009	.091	-.016	-.104	.918
Loyalty	.271	.127	.420	2.140	.039

Source: Data processed in May, 2020

4.2 Path Analysis

Table 7. Substructural Multiple Linear Regression Test Results I

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	12.926	5.685		2.274	.029
Personal Characteristics	.459	.147	.385	3.112	.003
Motivation	.512	.143	.519	3.583	.001
Compensation	-.054	.115	-.058	-.474	.638

Source: Data processed in May, 2020

By looking at the standardized coefficients beta value for each variable, the structural equation for path I analysis is:

$$Y = PYX1 + PYX2 + PYX3 + e1, \text{ or}$$

$$Y = 0.385X1 + 0.519X2 + -0.058X3 + 0.393e1$$

Table 8. Substructure Multiple Linear Regression Test Results II

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	5.818	4.781		1.217	.231
Personal Characteristics	.186	.130	.243	1.431	.160
Motivation	.041	.130	.065	.316	.754
Compensation	-.009	.091	-.016	-.104	.918
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By looking at the standardized coefficients beta value for each variable, the structural equation for path I analysis is:

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$$Y = 0.385X1 + 0.519X2 + -0.058X3 + 0.393e1$$

Table 9. Path Analysis Calculation Results

Variable Relationships	Direct Influence	Indirect Influence	Total Effect
X1 -> Y	0,385		
X2 -> Y	0,519		
X3 -> Y	-0,058		
X1 -> Z	0,243		
X2 -> Z	0,065		
X3 -> Z	-0,016		
Y -> Z	0,420		
X1 -> Y -> Z		0,162	0,805
X2 -> Y -> Z		0,218	0,939
X3 -> Y -> Z		-0,024	0,362

Source: Data processed in May, 2020

Indirectly, the personal characteristic variable (X_1) through the loyalty variable (Y) has no effect on the performance variable (Z). This is because the value of the indirect effect is smaller than the value of the direct effect. And indirectly the motivation variable (X_2) through the loyalty variable (Y) has an influence on the performance variable (Z). This is because the value of the indirect effect is greater than the direct effect. And indirectly the compensation variable (X_3) through the loyalty variable (Y) has no effect on the performance variable (Z). This is because the value of the indirect effect is smaller than the direct effect. Then the resulting path diagram can be seen in the following image:

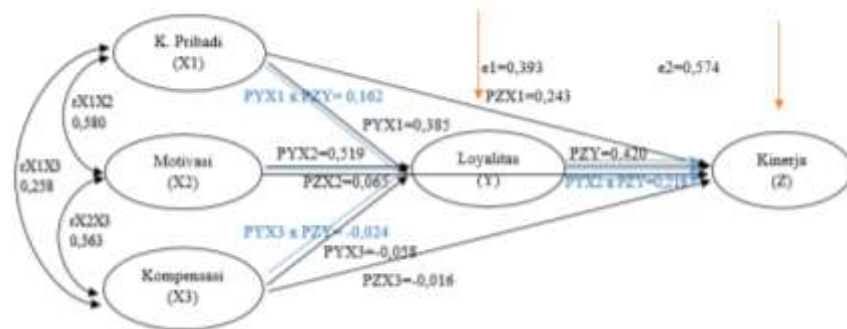


Figure 2. Path Diagram

a. The Influence of Personal Characteristics on Employee Loyalty

The results showed that the personal characteristics variable (X_1) had a significant effect on the loyalty variable (Y). This means that employees who have a good personality will be in line with their loyalty to the company where they work. This can be seen in Ma'had Abu Ubaidah bin Al Jarrah. Lecturers and employees in charge already have special criteria so that they have the ability and experience in accordance with their fields. With good personal characteristics, the loyalty of lecturers and employees to ma'had is also good and increases. The results of this study support the research conducted by Hardianty (2014).

b. The Effect of Motivation on Employee Loyalty

The results showed that the motivation variable (X_2) had a significant effect on the loyalty variable (Y). In Maslow's hierarchical theory of needs, a classification of human needs is compiled which consists of 5 groups, namely: physiological needs, security needs, the need to feel belonging, the need for self-esteem and the need for self-actualization. If employees in the company feel that these five needs have been met, then the employee's loyalty to the company will be high. This means that the motivation that has been given by Ma'had Abu Ubaidah bin Al Jarrah for the lecturers and employees is deemed sufficient to meet the needs of lecturers and employees so that the level of loyalty of lecturers and employees towards Ma'had is also quite good. The results of this study support the research conducted by Pramuktiarto (2017).

c. Effect of Compensation on Employee Loyalty

The results showed that the compensation variable (X_3) had no effect on the loyalty variable (Y). Although the compensation given by Ma'had Abu Ubaidah to lecturers and staff was inadequate, the lecturers and staff remained loyal to Ma'had. This is because the presence of lecturers and staff at Ma'had Abu Ubaidah is not only to receive physical compensation, but there is inner compensation in the form of blessings by devoting time and energy to non-profit Islamic educational institutions. The results of this study support the research conducted by Kurniawan (2019).

d. The Influence of Personal Characteristics on Employee Performance

The results showed that the personal characteristics variable (X_1) had no effect on the performance variable (Z). The differences in background, education, experience, and needs of each ma'had lecturer and staff did not affect their performance at Ma'had Abu Ubaidah bin Al Jarrah Medan. Lecturers and employees try to adjust to the tasks and responsibilities they get. The results of this study support the research conducted by Sari (2015).

e. Effect of Motivation on Employee Performance

The results showed that the motivation variable (X_2) had no effect on the performance variable (Z). In this study, the lecturers and employees did not make motivation a significant measure of output or performance at Ma'had Abu Ubaidah. However, Ma'had Abu Ubaidah bin Al Jarrah's management could use a variety of plans or factors to simulate labor. The results of this study support the research conducted by Alfiyah (2016).

f. Effect of Compensation on Employee Performance

The results showed that the compensation variable (X_3) had no effect on the performance variable (Z). Compensation, which is the main goal of everyone in choosing a job, does not really affect the lecturers and staff of Ma'had Abu Ubaidah bin Al Jarrah Medan. Although the compensation received is small, even for the basic salary, it is not in accordance with the UMR, but the lecturers and employees still pay attention to their performance. Besides that, some of the lecturers and staff who were respondents in this study mostly had side jobs besides working at Ma'had Abu Ubaidah in order to still be able to make ends meet. The results of this study support the research conducted by Julianingrum and Sudiro (2013).

g. The Effect of Loyalty on Employee Performance

The results showed that the loyalty variable (Y) had a significant effect on the performance variable (Z). The loyalty variable acts as a key factor in evaluating employee performance. This has direct implications on the overall performance of the organization. Without the loyalty of the lecturers or employees towards Ma'had Abu Ubaidah bin Al Jarrah, the ma'had will not go well. Because basically lecturers and employees who have high loyalty will always be enthusiastic and responsible for their duties. They will also always think of advancing the ma'had as much as possible and will maintain the good name of Ma'had Abu Ubaidah bin Al Jarrah Medan. The results of this study support the research conducted by Murali, Poddar and Seema (2017).

h. The Influence of Personal Characteristics on Employee Performance through Loyalty

The results showed that the personal characteristics variable (X_1) had no effect on the performance variable (Z) which was intervened through loyalty (Y). This means that lecturers and employees who have different personalities in terms of ability, experience, and others have no effect on their performance at Ma'had. Even though the existing personalities, the lecturers and employees are loyal to ma'had, this does not mean that their performance is also in line with the loyalty of the lecturers and employees to the ma'had.

i. The Influence of Motivation on Employee Performance through Loyalty

The results showed that the motivation variable (X_2) had an effect on the performance variable (Z) which was intervened through the loyalty variable (Y). This means that if lecturers and employees get good motivation from ma'had it will increase their loyalty to Ma'had Abu Ubaidah bin Al Jarrah. A high level of loyalty will affect the performance of

lecturers and employees. If the performance increases, there will be hope for Ma'had Abu Ubaidah bin Al Jarrah to be more developed.

j. The Effect of Compensation on Employee Performance through Loyalty

The results showed that the compensation variable (X_3) had no effect on the performance variable (Z) which was intervened through the loyalty variable (Y). This means that the amount of compensation received by the lecturers and staff of Ma'had Abu Ubaidah bin Al Jarrah did not affect their performance in ma'had. Lecturers and employees tend to carry out their duties and obligations according to the applicable SOP. Low compensation is a consequence that is ready to be received from the start when the contract is signed. So that it is not an excuse not to carry out duties and responsibilities.

V. Conclusion

The results showed partially, the three variables used in this study, namely personal characteristics, motivation and compensation had no effect on employee performance. When intervening with the loyalty variable, the two variables, namely personal characteristics and compensation, have no effect on performance, but the motivation variable has an effect on performance. Meanwhile, loyalty has a significant effect on performance. This proves that the lecturers and staff of Ma'had Abu Ubaidah have good performance and loyalty even though they are limited in the quantity of human resources and are not supported by adequate motivation and compensation. Material gain is not the only main goal in devoting oneself to Ma'had Abu Ubaidah bin Al Jarrah. Because there are more goals than that, namely how to become a useful person by applying the knowledge that is owned in a non-profit organization oriented to serve the community. Meanwhile, to support financially, some of Ma'had Abu Ubaidah's lecturers and employees have side jobs to make ends meet.

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