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## The Effect of Compensation and Work Motivation on Member Performance at the Mobile Brigade Corps Command Headquarters

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**Abstract:** This study aims to analyze and explain the effect of compensation on member performance, the effect of work motivation on member performance, and the simultaneous effect of compensation and work motivation on the performance of members of the Mobile Brigade Corps Command Headquarters. This study uses a quantitative approach, namely a method that processes data in the form of numbers to examine the relationship between variables objectively and measurably. However, this study is also strengthened by qualitative data in the form of statements, questionnaire responses, and interview results that help enrich the interpretation of the data. The study population was all 132 members of the Mobile Brigade Corps Command Headquarters, with 99 respondents selected through a sampling technique tailored to the research needs. Data analysis was carried out using Structural Equation Modeling–Partial Least Square (SEM–PLS) software version 4.0 which is capable of testing the model comprehensively, both partially and simultaneously. The results of the hypothesis test indicate that the compensation variable (X1) has a positive and significant effect on member performance (Y), and the work motivation variable (X2) is proven to have a positive and significant effect on improving member performance. Simultaneously, both independent variables also show a strong influence on member performance. The R-Square value of 0.435, or 43.5%, indicates that employee performance is influenced by compensation and work motivation, while the remaining 56.5% is influenced by other factors not included in this study. This finding underscores the importance of effective compensation policies and well-managed work motivation to improve overall organizational performance.

**Keyword:** Compensation, Work Motivation, Member Performance, Command Headquarters, Mobile Brigade Corps.

## INTRODUCTION

The Mobile Brigade Corps Command Headquarters (Mako Brimob) is a special police unit under the Indonesian National Police (Polri). It plays a strategic role in maintaining national security, handling riots, conducting anti-terror operations, and securing vital objects. The complexity of its duties and the high operational risks faced by its members demand optimal performance. In this context, human resource management is crucial, particularly regarding compensation and work motivation, as both are believed to increase member productivity, loyalty, and readiness in carrying out their duties (Dessler, 2020).

Compensation is a strategic management instrument that encompasses not only base salary or allowances but also non-financial rewards such as promotions, achievement recognition, and professional recognition. Armstrong (2020) emphasized that appropriate compensation influences job satisfaction and motivates individuals to improve their performance. Previous studies in police and military agencies also demonstrated a positive relationship between compensation and personnel performance (Mulyeni & Herlina, 2023). Therefore, compensation is a crucial foundation in ensuring Brimob members are motivated to face high-risk tasks.

Besides compensation, work motivation is a key factor determining the effectiveness of Brimob members. Motivation reflects an individual's internal and external drive to achieve organizational goals (Locke & Latham, 2019). In an environment that demands high levels of physical and mental preparedness, motivation plays a role in increasing members' commitment, consistency, and efforts to complete tasks professionally. High motivation is not only individual but also collective, as the success of Brimob operations relies heavily on teamwork and disciplined coordination.

The performance of Brimob personnel is the result of the interaction between individual abilities, experience, discipline, compensation, and motivation (Milkovich et al., 2021). Previous research confirms that fair compensation and appropriate motivation are directly proportional to employee performance, both in the public sector and high-risk organizations (Nuraeni, 2024; Ryan & Deci, 2019). In practice, the compensation and motivation system at Mako Brimob includes various forms of incentives and rewards, but its effectiveness in optimally improving performance still requires systematic empirical analysis.

The complexity of tasks, hierarchical structures, and dynamics of the operational field require an adaptive, integrated, and data-driven approach to human resource management at Mako Brimob (Mobile Brigade Command Headquarters) (Robbins & Judge, 2019; Hair et al., 2022). This study aims to analyze the influence of compensation and motivation on the performance of Brimob members. The results can inform management decisions, strengthen the reward system, increase member satisfaction and loyalty, and add to the academic literature on human resource management in a special police organization with high risks and demands for extreme professionalism.

### Compensation

Compensation is a key instrument in human resource management, serving to attract, retain, and motivate employees or organizational members to perform optimally (Armstrong, 2020). According to Milkovich and Newman (2021), compensation can be financial and non-financial, including salary, benefits, bonuses, achievement awards, and promotion opportunities. In the context of a special police unit such as Mako Brimob, compensation serves not only as a reward for work performed but also as a recognition of the high risks faced by members in carrying out operational and strategic tasks.

Fair and proportional compensation has been shown to influence job satisfaction and individual loyalty to the organization (Dessler, 2020). Robbins and Judge (2019) emphasized that perceptions of compensation fairness will influence employee motivation, productivity, and work commitment. In organizations with a hierarchical structure like the Mobile Brigade

Corps (Brimob), appropriate compensation can also serve as a mechanism to minimize internal conflict and enhance teamwork, as members feel their contributions are objectively valued.

Furthermore, research by Nuraeni (2024) and Mulyeni & Herlina (2023) shows a positive relationship between compensation and performance, particularly in organizations with high risks or extreme work demands. Equity theory (Adams, 1965) also explains that members will be motivated to perform better if they perceive the rewards they receive are commensurate with their efforts. Therefore, compensation is a strategic factor in ensuring Brimob members can work optimally, effectively, and professionally.

### **Work Motivation**

Work motivation is an internal and external drive that influences an individual's direction, intensity, and persistence in completing a task (Robbins & Judge, 2019). Locke and Latham (2019) explain that motivation is closely related to clear goals, expectations of success, and the value of rewards for achievements. In the context of Brimob, work motivation is crucial because complex and high-risk operational tasks demand readiness, consistency, and full dedication from each member.

According to Ryan and Deci's (2019) self-determination theory, intrinsic motivation, which stems from personal satisfaction, a sense of competence, and social connectedness, can encourage employees to perform optimally without constant supervision. Meanwhile, extrinsic motivation, such as rewards, benefits, and recognition, strengthens an individual's commitment to the organization (Gagné & Deci, 2005). Effective motivation fosters productive behavior, initiative, and a quick response to emergencies.

Previous research, such as that of Hasibuan (2020) and Wahyuni (2021), shows that work motivation significantly influences employee performance in various organizations. In the context of elite units like the Mobile Brigade Corps (Brimob), motivation plays a role in reinforcing discipline, self-control, and awareness of professional responsibility. In other words, work motivation is a key driver for members to carry out their duties responsibly, reduce operational errors, and increase the effectiveness of both team and individual performance.

### **Member Performance**

Member performance reflects the results of individual or team work in achieving organizational goals according to established standards (Gibson et al., 2018). According to Milkovich et al. (2021), performance is influenced by a combination of internal factors such as ability, experience, work ethic, and discipline, as well as external factors such as compensation, motivation, and the work environment. In the context of Brimob, performance is not only about completing administrative tasks, but also about members' ability to navigate high-risk operations that require coordination and precision.

Robbins & Coulter (2021) emphasize that performance is the result of the interaction between individual behavior, management systems, and organizational conditions. Therefore, factors such as compensation and motivation directly and indirectly influence the quality of employee performance. The more optimal the compensation and motivation received, the more likely employees are to demonstrate high performance, be results-oriented, and disciplined in carrying out their duties.

Empirical research also supports this. Sembiring & Prasetyo (2018) found that compensation and motivation simultaneously significantly influence employee performance. Badrussaman (2025) added that the integration of rewards, incentives, and motivational encouragement creates a conducive work environment, enabling organizational members to perform optimally, increase productivity, and maintain operational readiness. In the context of the Mobile Brigade Corps (Brimob), high performance directly contributes to the effectiveness of security duties, riot management, and anti-terror operations.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with a causality method (explanatory research) to analyze the effect of compensation and work motivation on the performance of Mako Brimob members. The quantitative approach was chosen because it allows for objective measurement of relationships between variables using numerical data and statistical hypothesis testing (Creswell, 2014; Sugiyono, 2018). Data analysis was conducted using SmartPLS version 4.0, which is a Partial Least Square Structural Equation Modeling (PLS-SEM) method. PLS-SEM allows for simultaneous testing of conceptual models, evaluating the reliability and validity of indicators, and determining the strength of the relationship paths between variables, even when the sample size is relatively small or the data is not normally distributed (Hair et al., 2022; Henseler et al., 2016). With this approach, the study is expected to provide an empirical understanding of the effect of compensation and work motivation on the performance of Mako Brimob members.

### **Population and Sample**

The study population was all active duty members of Mako Brimob, with a total of  $N = 132$  people. Given the limited population characteristics, the study used purposive sampling with the criteria of active duty members for at least one year and direct operational experience, so that the sample was considered representative. From this population, a sample of 99 members ( $n = 99$ ) was obtained for analysis, allowing the study results to accurately reflect the actual conditions of the population and the performance characteristics of the members (Sekaran & Bougie, 2016; Hair et al., 2022).

### **Method of collecting data**

Data were collected using a structured questionnaire based on theoretical indicators for each variable. The questionnaire used a 1–5 Likert scale to assess members' perceptions of compensation, work motivation, and performance. This method was chosen because it efficiently captures data, is easy to analyze quantitatively, and allows for the measurement of members' internal attitudes and perceptions (Sugiyono, 2018; Creswell, 2014). The questionnaire was equipped with clear instructions to ensure respondents provided consistent, valid, and appropriate answers within the operational context of Mako Brimob.

### **Research Instruments**

The research instrument includes three main variables: compensation (X1), work motivation (X2), and member performance (Y). The compensation variable is measured through indicators of basic salary, allowances, bonuses, and non-financial rewards such as promotions or achievement recognition (Armstrong, 2020; Milkovich et al., 2021). The work motivation variable is measured through intrinsic and extrinsic motivation, commitment, achievement drive, and job satisfaction (Locke & Latham, 2019; Ryan & Deci, 2019). The member performance variable is measured through task target achievement, discipline, work efficiency, productivity, and contribution to the success of organizational operations (Dessler, 2020; Gibson et al., 2018). The validity and reliability of the indicators are tested using SmartPLS, including Outer Loadings, Composite Reliability, and Average Variance Extracted (AVE), to ensure the instrument is able to measure the variables accurately (Hair et al., 2022; Henseler et al., 2016).

### **Data Analysis Methods**

Data analysis was conducted using SmartPLS version 4.0 with the PLS-SEM approach. The analysis stages include: (1) testing the measurement model (outer model) to assess the convergent, discriminant, and reliability validity of the indicators; (2) testing the structural

model (inner model) to test the hypothesis and the strength of the influence paths between variables; and (3) evaluating R-Square, f-Square, path coefficient, and T-Statistics through bootstrapping 5,000 samples to ensure the significance of the influence of the independent variables on the dependent (Hair et al., 2022; Henseler et al., 2016). This method allows researchers to evaluate the simultaneous and partial influence of compensation and motivation on member performance, as well as identify the most dominant variables for managerial attention at Mako Brimob.

**RESULTS AND DISCUSSION**

**Inner Model Evaluation**

After assessing the model and finding that each construct meets the criteria of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model, which includes testing model fit, Path Coefficient, and R<sup>2</sup>. Model fit testing is used to determine whether a model fits the existing data.

**Fit Model**

Model Fit Table		
	Saturated model	Estimated model
NFI	0.691	0.691

Source: Processed Data, 2025

Based on Table 5.10, the NFI value of 0.691, or 69.1%, indicates that the model has a fairly strong level of goodness of fit. This value indicates that the model structure adequately represents the data, thus declaring the model feasible and usable for further analysis.

**Path Coefficient**

Path Coefficient Table	
	Path Coefficient
KOM -> KIN	0.531
MOT -> KIN	0.241

Source: Processed Data, 2025

Based on Table 5.11, the Compensation variable is proven to have a significant influence on Member Performance, indicating that providing appropriate compensation can encourage improved work performance. Furthermore, the Work Motivation variable also influences Member Performance, indicating that appropriate internal and external motivation can increase the overall enthusiasm and effectiveness of personnel. Thus, both variables contribute significantly to shaping the quality of member performance.

**R<sup>2</sup> ( R-Square)**

Based on the data processing that has been carried out using smartPLS 4.0, the R-Square value is obtained as follows:

R-Square Table	
Variables	R-Square
Member Performance	0.435

Source: Processed Data, 2025

Based on Table 5.12, the R-Square value is 0.435 or 43.5% of the Member Performance variable is influenced by Compensation and Work Motivation, so the R-Square of the Work

Effectiveness variable is stated as moderate, while the remaining 56.5% can be explained or influenced by other variables besides Compensation and Work Motivation.

Calculate GoF (Goodness of fit)

$$GoF = \sqrt{AVE_{mean} \times R^2}$$

$$GoF = \sqrt{0,579 \times 0,435}$$

$$= \sqrt{0,251865}$$

$$= 0.502$$

In this study, the Mean AVE value is 0.579 and the R<sup>2</sup> value of the endogenous variable is 0.435, so the GoF value is: 0.502. According to Wetzels et al. (2009), the GoF value is classified as small GoF = 0.10, medium GoF = 0.25, large GoF = 0.36. With a GoF value of 0.720, the model in this study is included in the high fit category (good fit). This means that the model used is able to explain the data as a whole very well and is worthy of being used as a basis for drawing research conclusions.

### F Square Test

F Square Table

	Member Performance (Y)
Compensation (X1)	0.431
Work Motivation (X2)	0.089

Source: Processed Data, 2025

Based on the table above, the following conclusions can be drawn:

#### 1. Compensation for Member Performance with an F-Square Value of 0.431 (strong).

The F-square value of 0.431 indicates that compensation has a strong influence on member performance. This indicates that providing fair, appropriate, and work-appropriate compensation can increase work motivation and encourage members to achieve more optimal work results. The magnitude of this effect value illustrates that compensation is a crucial factor in increasing the effectiveness, productivity, and overall quality of member performance.

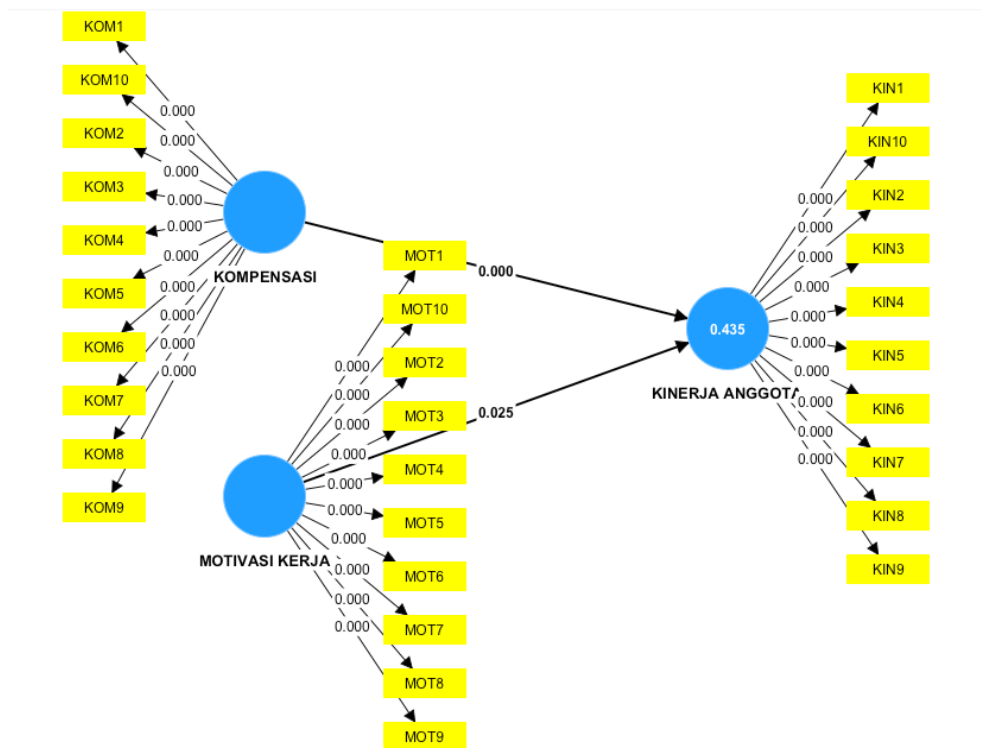
#### 2. Work Motivation on Member Performance with an F-Square value of 0.089 (moderate).

An F-square value of 0.089 indicates that work motivation has a moderate impact on member performance. This means that while work motivation plays a significant role in boosting member morale and commitment, its influence is not as strong as compensation. Nevertheless, work motivation remains a crucial element that helps foster a positive work attitude, enhances discipline, and supports members in carrying out their duties more effectively.

### Hypothesis Testing

From the results of the data processing carried out, the findings of this study are used to answer the hypothesis by referring to the t-statistics and p-values as the basis for testing the

significance or insignificance of the relationship between variables. A hypothesis is declared accepted if the p-value is <0.05, which indicates a statistically significant effect. Through the SmartPLS application, the hypothesis testing process is carried out using the Path Coefficient with the bootstrapping method, which allows researchers to obtain a more accurate estimate of the relationship between variables by looking at the distribution of re-samples. The results of the bootstrapping technique then become the basis for assessing whether the compensation and work motivation variables actually have an influence on member performance, both partially and simultaneously, thus providing a stronger empirical picture related to the research model developed:



Bootstrapping Engineering Drawing

Table of Hypothesis Test Results using the Path Coefficient Bootstrapping Technique

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics	P value	Information
Compensation -> Member Performance	0.531	0.539	0.097	5,486	0.000	Positive and significant
Work Motivation -> Member Performance	0.241	0.254	0.107	2,248	0.025	Positive and significant

Source: Processed data, 2025

The results of the Path Coefficient analysis using the bootstrapping method show that the Compensation variable has a positive and significant effect on Member Performance, with an original sample value of 0.531, t-statistic 5.486, and p-value 0.000, which means the

relationship is very strong and significant. Meanwhile, the Work Motivation variable is also proven to have a positive and significant effect on Member Performance, with an original sample value of 0.241, t-statistic 2.248, and p-value 0.025. These two results indicate that increasing compensation and work motivation directly can significantly improve member performance, so that both variables are worthy of consideration as strategic factors in developing performance within the Mobile Brigade Corps Command Headquarters environment.

**Hypothesis Test Results Table**

	<b>Hypothesis</b>	<b>Conclusion</b>
Hypothesis 1	There is a positive influence of compensation on member performance.	Accepted
Hypothesis 2	There is a positive influence of work motivation on member performance.	Accepted
Hypothesis 3	There is a simultaneous influence between compensation and work motivation on member performance.	Accepted

Based on the analysis results, all hypotheses in this study were accepted. First, the hypothesis stating that there is a positive influence of Compensation on Member Performance is proven true, indicated by the significance value that meets the acceptance criteria. Second, the hypothesis regarding the positive influence of Work Motivation on Member Performance is also accepted, indicating that the higher the motivation of the members, the better the performance produced. Finally, the third hypothesis stating that there is a simultaneous influence between Compensation and Work Motivation on Member Performance is also accepted. This confirms that both variables, both individually and together, provide a significant contribution in improving member performance at the Mobile Brigade Corps Command Headquarters.

### **The Effect of Compensation on Member Performance**

The results of the study indicate that compensation has a strong and significant influence on Member Performance at the Mobile Brigade Corps Command Headquarters. This finding confirms that the higher the compensation received by members, both in the form of financial compensation such as salary, allowances, and incentives, as well as non-financial compensation such as awards, recognition, a conducive work environment, and career development opportunities, the higher the resulting performance. Statistically, this influence is proven by the t-statistic value of 5.486, which is much greater than the t-table of 1.967, the original sample value of 0.531, and the P-value of  $0.000 < 0.05$ , so that the research hypothesis is accepted.

The results of this study align with human resource management theory, which states that compensation is a strategic instrument for improving performance by increasing job satisfaction and loyalty (Hasibuan, 2019; Dessler, 2020). Fair and proportional compensation will encourage employees to work more optimally and be committed to the organization. These findings also align with previous research conducted by Taufik and Dhika (2020), Pratama (2019), and Wibowo (2021), which concluded that compensation has a positive and significant effect on employee performance. Therefore, the results of this study strengthen empirical evidence regarding the importance of compensation policies in improving employee performance.

### **The Influence of Work Motivation on Member Performance**

The results of the study also show that work motivation has a positive and significant influence on Member Performance. This indicates that the higher the level of motivation possessed by members, both intrinsic motivation such as a sense of responsibility, job

satisfaction, and the desire to achieve, as well as extrinsic motivation such as awards, recognition, and promotion opportunities, the more optimal the performance shown. Statistically, the influence of work motivation is proven by the t-statistic value of 2.248, greater than the t-table of 1.967, the original sample value of 0.241, and the P-value of  $0.025 < 0.05$ , so that the research hypothesis can be accepted.

These findings align with the work motivation theories proposed by Maslow (1943), Herzberg (1966), and McClelland (1987), which state that motivation is the primary driver of individual work behavior. Highly motivated individuals tend to demonstrate greater discipline, enthusiasm, and better work performance. Furthermore, these findings align with previous research by Sari (2020), Nugroho (2021), and Putra (2019), which found that work motivation has a positive and significant effect on employee performance. Thus, work motivation has been shown to be a crucial factor in supporting improved employee performance.

### **The Simultaneous Effect of Compensation and Work Motivation on Member Performance**

Based on the results of the structural model analysis, it is known that Compensation and Work Motivation simultaneously influence Member Performance. This is evidenced by the R-Square value of 0.435 or 43.5%, which indicates that variations in Member Performance can be explained by these two independent variables in the moderate category. This finding indicates that compensation and work motivation together play an important role in shaping member performance, where performance improvements will be more optimal if these two factors are managed in an integrated and balanced manner.

The results of this study align with the integrative theory of human resource management, which states that performance is the result of the interaction between the reward system (compensation) and individual psychological drive (motivation) (Mangkunegara, 2019; Wibowo, 2020). Furthermore, these findings align with previous research conducted by Rahman (2021), Yuliana (2020), and Taufik and Dhika (2020), which concluded that compensation and work motivation simultaneously have a significant influence on employee performance. Therefore, organizations need to implement a holistic human resource management strategy by integrating compensation policies and work motivation improvement programs to achieve optimal and sustainable employee performance.

### **CONCLUSION**

The results of the study indicate that compensation has a positive and significant influence on the performance of Mako Brimob members. Compensation, both financial such as salary, allowances, and incentives, and non-financial such as awards, recognition, a conducive work environment, and career development opportunities, has been shown to encourage members to work more optimally and increase loyalty to the organization. This finding is in line with human resource management theory which emphasizes that fair and proportional compensation can increase job satisfaction, motivation, and member productivity, and is supported by previous research that confirms the important role of compensation in improving individual performance in an organizational environment.

Furthermore, work motivation plays a significant role in determining employee performance. Employees with high levels of motivation, whether intrinsically motivated through a sense of responsibility, job satisfaction, and a desire for achievement, or extrinsically motivated through rewards and promotion opportunities, tend to demonstrate better, more disciplined, and more productive performance. This finding aligns with classical motivational theories such as Maslow, Herzberg, and McClelland, which state that motivation is the primary driver of work behavior. This study confirms that properly managing employee motivation is crucial to ensuring employee focus, dedication, and the ability to optimally complete operational and administrative tasks.

Furthermore, the study shows that compensation and work motivation simultaneously support each other in improving the performance of Mako Brimob members. The integration of a fair reward system and the psychological boost of work motivation results in more optimal performance than the influence of each variable alone. This finding aligns with the perspective of modern human resource management, which emphasizes a holistic approach to human resource management. Organizations need to integrate compensation policies and motivation programs in an integrated manner to achieve sustainable, professional member performance and support the operational success of the unit.

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