

# The Influence Of Compensation And Work Motivation On Perception Of Performance With Gender Moderation In Fast Food Employees In Jakarta

*Determinant of  
Employee  
Performance*

**1587**

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## ABSTRACT

To face increasing competition, companies are always trying to attract the attention of consumers, obtain large profits and adjust to the development of the rapidly growing economic world. Like the fast food company which is a large commodity in the Indonesian market that has changes in varied demand. Of course, companies involved in this field must maintain their branding to always be positive so that the company does not experience a decrease in demand that disrupts the company. This study aims to determine the effect of salary and work motivation on perceived performance with gender moderation in fast food employees. This research was conducted on employees at the fast food company who have worked for at least 1 year in the Jakarta area. The sampling method used purposive sampling with a sample size of 110 respondents. The number of statements given to respondents was 11 statement items. The results of this study indicate a significant effect on compensation on perceived performance, work motivation on perceived performance, and an insignificant effect on gender moderating work motivation with perceived performance and gender moderating compensation with perceived performance.

**Keywords:** *Performance Perception, Work Motivation, Compensation, Gender*

## INTRODUCTION

The large number of companies that are growing and developing in Indonesia has resulted in the emergence of a competitive situation in order to maintain their existence, where in facing increasingly competitive competition, companies are always trying to attract the attention of consumers, obtain large profits and adapt to developments in the increasingly rapidly developing economic world (Ghazmahadi et al., 2020; Mariam et al., 2022; Novarian & Ramli, 2020; Ramli, 2019) . One type of business that is growing rapidly in Indonesia is the type of business that operates in the fast food sector or better known as fast food. Fast food companies are a large commodity in the Indonesian market which has varying changes in demand (Chandra et al., 2019; Febriani et al., 2023; Mariam & Ramli, 2017; Mulyadi et al., 2020; Utama et al., 2020). Of course, companies operating in this field must maintain their branding to always be positive so that the company does not experience a decline in demand that disrupts the company (Khasanah et al., 2021; Mariam et al., 2021, 2022; Sukarno et al., 2020). The company's moving wheels are also directly related to employees (Mariam et al., 2021; Mariam & Ramli, 2020; Mulya & Ramli, 2023; Rumaidlany et al., 2022). This is because employees are human resources who directly execute the efforts carried out by the company. Like the perception of performance carried out by fast food companies, apart from the strength and tendency of employees' expectations or expectations to work properly, apart from the need for rewards or incentives obtained, it causes perceptions of better performance or vice versa (Bachtiar et al., 2023; Imran et al., 2020; Novarian & Ramli, 2020; Salma & Ramli, 2023; Steven et al., 2023; Supiati et al., 2021). Where one effort to improve it is by developing its performance (Suwanto, 2021).

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Perception of performance is an important part of influencing the level of success in a company. Where it is the perception of performance that will give rise to the performance itself in employees in accordance with the direct expectations of the moving company (Kustrianingsih *et al.*, 2016). Perceptions of performance will be related to the process starting from visuals until responses are formed related to the results achieved from work based on qualitative, quantitative, time discipline in completing work and cooperation when doing work (Dewi & Ramli, 2023; Mariam *et al.*, 2023; Meidiyanty *et al.*, 2023; Ramli *et al.*, 2020; Yunus *et al.*, 2023). Where the factors that influence perceptions of performance are work motivation, management, work discipline and organizational culture (Kustrianingsih *et al.*, 2016).

Another factor that has quite a strong influence is work motivation. Even if an employee has good operational skills, if he lacks work motivation then the final results of his work will not be satisfactory (Diatmono *et al.*, 2020; Mariam *et al.*, 2020; Mariam & Ramli, 2023; Nurdiansyah *et al.*, 2020). Seeing the importance of employees in the organization, employees must pay more serious attention to their duties in order to achieve organizational goals, namely with high work motivation (Razak *et al.*, 2018). To increase work motivation, every company tries to maximize the potential of its employees in their performance (Harahap & Ramli, 2023; Rinaldi & Ramli, 2023; Sylvyani & Ramli, 2023; Takaya *et al.*, 2020). Work motivation has a huge influence on perceptions of performance, this is proven by the higher the employee's work motivation, the better the organization's performance. Vice versa, the lower the employee's work motivation, the worse the performance of the activities will be, so that the performance will not be optimal (Razak *et al.*, 2018).

Through the role of employees, companies can also objectively measure the ratio of perceived performance which can provide useful positive results while remaining relevant to the company's interests. This role differentiates female employees from male employees because they have multiple responsibilities that must be prioritized. The existence of gender has given rise to differences in roles, responsibilities, functions and even a person's space for movement (Aqmarina *et al.*, 2020). In addition, the influence of gender on performance has been proven to cause social adaptation in the work environment, and female employees tend to adapt to their roles and can divide their time equally in order to work well. This is in accordance with research Aqmarina *et al.* (2020) who found that female employees experienced mental decline when facing job demands and pressure in the workplace, so that gender was closely related to perceptions of their performance.

Apart from work motivation, compensation is also a way to encourage development of performance activities in the company. Compensation is one of the factors that influences perceptions of performance and encourages workers to do more for their work. Raine (2022), commented that compensation can motivate discouraged employees to work and give them the desire to concentrate on their work. When workers are offered decent compensation, they feel positive and more satisfied with the work they will do (Raine, 2022). Understanding the impact of low compensation on performance can help employers implement and create compensation policies to motivate, influence, and retain employees (Raine, 2022).

This research related to the variables of performance perception, employee motivation, compensation and gender has been carried out previously. Where compensation increases perceptions of performance (Tjahjono 2005; Ekhsan & Septian 2020; Suta & Ardana 2019; Nurcahyani & Adnyani 2016; Paramitadewi 2017). Work motivation influences perceptions of performance (Astuti & Amalia 2021; Suharto *et al.*, 2019; Sakti, 2021; Suartina & Sadiartha 2019; Loans 2020). *Gender* moderating the influence of work motivation on performance perceptions (Worthley *et al.*, 2009; Wooet *et al.*, 2005; Warr, 2008). *Gender* moderating compensation on performance perceptions (Alfian *et al.*, 2020; Sarmijan *et al.*, 2022; Dwianto *et al.*, 2019).

Exploration related to compensation in the manufacturing industry has been carried out by (Alam *et al.*, 2020), however, the study was conducted in Bangladesh RMG and

used the variables of compensation, work motivation, employee productivity, and welfare facilities. In this research, I explore the perception of performance in fast food companies in Jakarta and add to the relationship between gender moderation in compensation and work motivation variables on performance perceptions. Because the perception of employee performance in Indonesia is still considered weak due to the lack of compensation and work motivation obtained as well as work loads that are not in accordance with what employees receive.

The aim of this research is to fill existing knowledge gaps by exploring the influence of performance perceptions, work motivation, compensation, and gender. It is hoped that this research can contribute to the scientific level of human resource management by developing a better theoretical understanding of the variables studied and can provide positive managerial implications for implementing better employee performance in the service sector.

#### **The relationship between compensation and performance perceptions**

Conceptually, compensation is an important practice in human resource management that has a direct influence on performance perceptions (Tjahjono, 2005). Compensation is very important for employees because the amount of compensation that employees receive reflects the size of the employee's work value and performance (Ekhsan & Septian 2020). Compensation has an effective influence on performance perceptions because it has the main goal of retaining employees, especially those who have good qualifications (Suta & Ardana 2019). Efforts that can be taken by companies include motivating employees through implementing compensation that is appropriate to their abilities so that job satisfaction is achieved, employees who feel satisfied will be more loyal and their perception of performance will increase within the company. (Nurchayani & Adnyani 2016). Paramitadewi (2017) also revealed that there is a positive effect of compensation on performance perceptions because the compensation provided increases a person's work enthusiasm and discipline. This can also be seen from the good level of attendance and work performance of employees, as well as work targets and goals that will be achieved.. From the discussion above, the hypothesis raised is as follows: H1: Compensation has a positive effect on performance perceptions.

#### **The relationship between work motivation and performance perceptions**

One contributor to improving performance perceptions is employee motivation. Work motivation is between needs, motivation and goals set to achieve good performance (Astuti & Amalia, 2021). Although work motivation has been widely used as a variable to measure performance perceptions, the results are mixed. This is possible because the research objects and research locations are different. (Suharto *et al.*, 2019) explains that the development of employee motivation depends on the conditions and situations they face. Performance refers to the extent to which an employee contributes to the achievement of the goals and competencies of his work unit through his behavior and the application of skills, abilities and knowledge (Sakti, 2021). Study Suartina & Sadiartha (2019) explains that work motivation variables have a positive effect on performance. This observation is in line with Loans (2020) that work motivation variables also have a positive effect on performance perceptions. The higher the level of employee work motivation, the more positive the influence on performance. It can be interpreted that work motivation has a significant and positive effect on increasing employee performance indicators. However, this research is contradictory Magic (2021) which shows that the work motivation variable has no significant effect on performance perceptions. Managers are expected to provide more attention, direction and improve employee welfare. In the context of the discussion above, it can be hypothesized that: H2: Employee motivation positive effect on perceived performance.

#### **Gender roles moderate the influence of work motivation on performance perceptions**

Global competition forces economies and organizations to achieve higher labor productivity and better understand the motivation of female workers, which is expected to increase efficiency and effectiveness of performance (Worthley *et al.*, 2009). Several job characteristics are thought to motivate employees towards performance based on gender

(Wuet *et al.*, 2005). Each gender has work motivation that influences the perception of their respective performance. Men tend to have work motivation regarding the responsibilities they are assigned, but in some cases there are also women who have similar motivation, where this motivation will encourage the perception of performance in each employee. For example, men prioritize efficiency, strength, the work they are responsible for, employee performance and also opportunities for advancement, while women value people who are more pleasant to work with and can take the time to meet people (Warr, 2008). From the discussion above, the hypothesis raised is as follows: H3: Gender moderates the influence of work motivation on performance perceptions.

#### **Gender roles moderate the influence of compensation on performance perceptions**

According to Alfian *et al.* (2020), gender variables can moderate the influence of compensation on performance perceptions. Alfian *et al.* (2020) also stated in his research that the compensation provided by the company is a form of recognition, motivation and retention of employees in performance tasks based on gender. However, companies must pay more attention to the compensation given to their employees, because the compensation received by employees can become the basic income for each family. Success in determining appropriate compensation will determine the quality of human resources at work, which will be directly related to the effectiveness of objectives on employee performance perceptions based on gender (Dwianto *et al.*, 2019) Meanwhile, the results of research conducted by Sarmijan *et al.* (2022) also states that gender is able to moderate factors that influence performance perceptions. From the discussion above, the hypothesis raised is as follows: H4: Gender moderates the effect of compensation on performance perceptions.

#### **METHODS**

In this study, measurements related to the variables studied were adapted from previous research. Where using a Likert scale with a scale of 1-4 (strongly disagree to strongly agree). This research measures all model constructs, such as compensation, work motivation, gender, and performance perceptions. The measurement of this variable was adapted from (Alam *et al.*, 2020) namely for the Compensation variable using 4 statements, the Employee Motivation variable using 3 statements and the Performance Perception variable being measured using 3 questions adapted from (Samuel & Septina 2020) and Gender selection. The total statements in this research questionnaire are 11 items, and can be seen in more detail in appendix 2 (variable operationalization) and appendix 3 (questionnaire).

Research respondents were selected using a purposive sampling method where the data in this research was carried out using a survey method by distributing questionnaires online via the Google Form application. The sample criteria in this study were those who had worked in a fast food company for at least 1 year. Determining the sample size in this study refers to the statement Hair *et al.* (2021) that the number of samples as respondents must be adjusted to the number of question indicators used in the questionnaire with the assumption of  $n \geq 10$  observed variables (indicators). In this research, there are 11 questions in this research questionnaire, so the required sample size is 110 respondents.

The population in this study were fast food employees in Jakarta. To verify the hypothesis, this quantitative research used the Partial Least Square–Structural Equation Modeling (PLS-SEM) method. Based on the results of pre-test data processing, researchers conducted factor analysis to test validity and reliability with SPSS. The validity test was carried out by looking at the Kaiser-Meyer-Olkin (KMO) measurement value and the Measure of Sampling Adequacy (MSA). KMO and MSA values above 0.5 indicate that factor analysis is appropriate. Meanwhile, the reliability test uses Cronbach's Alpha measurement. A Cronbach's Alpha value that is close to 1 indicates that the reliability of the test is getting better Hair *et al.* (2021).

## FINDING AND DISCUSSION

This research was carried out by distributing questionnaires online via Google Form. Demographic data shows that 73.6% are women, while the remaining 26.4% are men. Furthermore, the age of this research sample mostly ranged from 25-30 years 50.2%. The educational background in this sample has three levels, namely SMA/SMK, Diploma, and Bachelor's degree, with the most graduates being Bachelor's or equivalent with a total percentage of 36.4%.

### Validity and Reliability Test (pretest)

With data obtained from 30 respondents and the results of the pretest, validity and reliability tests have been carried out looking at the Kaiser Mayer Olkin (KMO) and Measure of Sampling Adequacy (MSA) measurement values. It can be said that the ideal KMO and MSA values are greater than 0.5. In the overall study, the KMO value for each variable was 0.608 to 0.864 and the MSA value in this study was 0.565 to 0.873. With the results obtained, it can be said that the statements in this research are valid. Apart from that, the Cronbach's Alpha value is seen as a reference value for determining reliability based on research Hair et al. (2021) It is said that for each variable whose Cronbach's Alpha value is close to 1, the value is stated to be the better the reliability value and in this study it shows that the value of Cronbach's Alpha is 0.778 to 0.873, meaning that all the variables proposed in this study are reliable.

### Test Outer Model

From the data obtained from 110 respondents, the results of the other model test are as follows:

**Table1. Outer Model Test (Outer Loading)**

Items	Loading Factor	Information
<b>Gender</b>		
Gender	1,000	Valid
<b>Compensation</b>		
K1	0.691	Valid
K2	0.591	Valid
K3	0.755	Valid
K5	0.694	Valid
<b>Work motivation</b>		
MK2	0.626	Valid
MK4	0.773	Valid
MK5	0.548	Valid
<b>Perception of Performance</b>		
PK3	0.630	Valid
PK5	0.723	Valid
PK8	0.560	Valid

*Source: Primary data processed in 2023*

The outer model test is carried out to determine the validity of each indicator for each variable. At the outer model test stage there is a reference, namely the value of Convergent Validity, Average Validity Extracted (AVE) and composite reliability. According to the table above, it is known that several variable indicators have an outer loading value of > 0.7. However, there are several indicator variables that have an outer loading value of <0.7. According to Chin, (1998) if the outer loading value is between 0.5 – 0.6, it is considered sufficient. Meanwhile, according to Hair et al. (2021) To get the ideal value, the outer loading value for each indicator in the variable must be > 0.7 to meet the Average Validity Extracted (AVE) requirements. Therefore, the results of data processing obtained in this research produce an outer loading value of more than 0.7, namely a value of (0.723 – 1.024), which means that the indicator is declared valid and ideal for each variable. Meanwhile, according to Chin, (1998) The outer loading value (0.548 – 0.694) is maintained because it is considered sufficient to meet the Average Validity Extracted (AVE) requirements.

**Discriminant Validity Test**

By using empirical standards, discriminant validity illustrates that one latent variable is different from other latent variables. The cross loading value of each indicator of the latent variable can provide an explanation of the discriminant validity test. The cross loading value shows the correlation between an indicator and its construct and other constructs. The correlation value of the indicator to the latent variable needs to show results that are greater than the correlation value to other latent variables.

**Table2. Test Outer Model (CA, CR, AVE)**

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Gender	1,000	1,000	1,000
Compensation	0.621	0.778	0.469
Moderating Effects of Gender*K	1,000	1,000	1,000
Moderating Effects of Gender*MK	1,000	1,000	1,000
Work motivation	0.339	0.689	0.430
Perception of Performance	0.332	0.675	0.411

Source: 2023 Smart-PLS Data Processing Results

Next, the data processing results show the Average Validity Extracted (AVE) value where the value is declared ideal if the value is > 0.5. However, if Average Validity Extracted (AVE) < 0.5 but Composite Reliability > 0.6 can be declared ideal and reliable (Fornell & Larcker, (1981). On test Composite Reliability the value must be > 0.7 although a value of 0.6 is still acceptable and the Cronbach's Alpha value must be > 0.6 to be declared ideal and reliable (Hair et al., 2021b). The output results obtained from processing this research data show that the Cronbach's Alpha value (0.621 – 1.000) is declared ideal and reliable, while the value (0.332 – 0.339) is declared not ideal and reliable because the value obtained is <0.6. Meanwhile, the Composite Reliability value (0.675 – 1.000) is declared acceptable and Average Validity Extracted (AVE) has a value of (0.411 – 1.000) which is also declared valid and ideal.

**Coefficient of Determination (R Square Test)**

The following are the results of the coefficient of determination from 110 respondents.

**Table3. Coefficient of Determination**

Variable	R Square
Perception of Performance	0.246

Source: 2023 Smart-PLS Data Processing Results

Next, an R Square test was carried out to determine the effect of exogenous variables on endogenous variables. The results obtained from the analysis are variables performance perception jointly influenced by variables compensation, work motivation and gender with an R<sup>2</sup> value of 0.246. These results show 24.6% of the variance Perception of Performance can be explained by compensation, work motivation, gender and the remaining 75.4% can be explained by other variables not included in this study.

**Path Analysis (Hypothesis Testing)**

Hypothesis testing in this research is seen through the results of the significance of the path coefficient. By using the bootstrapping technique to determine the significance value of the path coefficient with Smart-PLS software. According to Hair et al. (2021) If the t statistics value is >1.960, or the p value is <0.05 then it can be said that there is a significant influence.

**Table4. Hypothesis Test Results**

Hypothesis	Statement	Original Samples (O)	Sample Mean (M)	T Statistics ( O/STDEV )	P Value	Information
H1	Compensation has a positive effect on performance perceptions	0.214	0.228	2,556	0.011	Supported Hypothesis
H2	Employee motivation positive effect on perceived performance	0.316	0.338	3,997	0,000	Supported Hypothesis
H3	Gender moderating the influence of work motivation on performance perceptions	0.087	0.075	0.915	0.360	Hypothesis No Supported
H4	Gender moderating the effect of compensation on performance perceptions	0.015	0.018	0.173	0.863	Hypothesis Not Supported

Source: Results of SmartPLS2023 research data processing

Based on the hypothesis testing table above, it is known that the proposed hypothesis has a positive influence, except for H3 and H4. Where in testing hypothesis 3 the results obtained were T statistics  $0.167 < 1.960$  with a P Value of  $0.867 > 0.05$  and in testing hypothesis 4 the results obtained were T statistics  $0.949 < 1.960$  with a P Value of  $0.343 > 0.05$ . Therefore, Gender moderation positive but not significant effect on Work Motivation on Perception of Performance, and Gender moderation too positive but not significant effect on Compensation on Perception of Performance, both hypotheses cannot be accepted.

### Discussion

Tests on the effect of compensation on performance perceptions were confirmed to have positive results. Conceptually, compensation is one of the important practices in human resource management which has a direct influence on perceptions of performance, as is the case with the performance of fast food company employees, where compensation is very important for employees because the amount of compensation that employees receive reflects the size of the work value and employee performance (Ekhsan & Septian 2020). Thus, the results of testing this hypothesis can be supported by previous research which proves a positive relationship between compensation and performance perceptions (Raine, 2022).

Testing work motivation can encourage performance perceptions. To increase work motivation, fast food companies try to maximize the potential of their employees in performance activities carried out where work motivation has a very big influence on performance perceptions, this is proven by the higher the employee's work motivation, the better the organizational performance will be. (Razak et al., 2018). The results of this test are the same as previous research which proves that work motivation has a positive relationship with performance perceptions (Loans, 2020).

Testing gender moderation has no influence on work motivation and performance perceptions. This could happen due to several possibilities among fast food company employees, such as the tendency of men and women to lack work motivation regarding the responsibilities they are assigned, where this motivation will encourage an increase in performance perceptions. For example, men place less importance on efficiency, strength, the work they are responsible for and opportunities for advancement, while women place less value on other employees who are more pleasant to work with and take less time to meet people. (Lasut et al., 2017). From the research conducted, it was found that male and female gender moderated work motivation on performance perceptions, that both genders had a tendency towards a lack of quality of work carried out within the company, such as a lack of individual responsibility regarding the work they carried out. causing a lack of tendency for the company to respond regarding their efforts and activities as employees. Thus, gender moderation is stated to be inconsistent with the research results (Wu et al., 2005) which proves that the moderating role of gender has a positive influence on work motivation and performance perceptions.

Lastly, testing gender moderation has no influence on compensation and performance perceptions. The compensation provided by the company is the result of what the company gets. Where the company does not see gender as one of its factors. This can happen because from the analysis of research results conducted by employees of fast food companies, that success in determining inadequate compensation will result in a lack of quality in human resources in the work activities carried out, which will be directly related to the effectiveness of objectives on employee performance perceptions. based on gender (Putri & Setiawati 2021).

Thus, gender moderation is stated to be inconsistent with the research results (Alfian et al., 2020) which proves that the moderating role of gender has a positive influence on compensation and performance perceptions.

## **CONCLUSIONS**

This research examines the influence of compensation and work motivation on performance perceptions with gender as a moderator using employee preferences in fast food companies in the Jakarta area as the research object. This research uses several variables such as performance perceptions, work motivation, compensation, and gender. Variables are acceptable except gender moderation which does not have a positive influence on work motivation and performance perceptions, because Both genders have a tendency towards a lack of quality of work they do in the company, such as a lack of responsibility for each of them regarding the work they do, which causes a lack of tendency for the company to respond regarding their efforts and activities as employees. where this causes a lack of encouragement to get work enthusiasm to improve employee performance so that this affects the perception of performance carried out by employees in fast food companies. As well as gender moderation which does not have a positive influence on compensation and performance perceptions, because success in determining inadequate compensation will cause a lack of quality in human resources carried out within the company, which will be directly related to the effectiveness of objectives on performance perceptions. employees based on gender among employees at the fast food company.

In this research there are several limitations, namely this research only discusses the variables of performance perception, work motivation, compensation and gender. This research was only conducted in the Jakarta area and examined fast food companies that focused on fast food employees. If the scope of the research area was expanded further with the number of samples and different companies, the results obtained would also be different. This research only discusses gender comparisons between boy and girl.

Suggestions for future research that will carry out research similar to this is that it is hoped that they can add other variables outside of the variables in this research such as employee productivity, work life balance, job satisfaction, employee welfare, work environment, work stress. Apart from that, future researchers can use other analytical

tools such as Amos and Lisrel, and also expand the scope of the research area with different age and income characteristics.

The findings of the current study provide information on the importance of understanding how influences compensation and work motivation on performance perceptions with gender moderation among fast food employees in Jakarta. This research can help fast food employees in increasing work morale through rewards and other forms related to the activities carried out as well as the income, wages and other benefits they receive to match what they do. In connection with gender, employees must pay more attention to the suitability of the performance carried out for the company so as not to cause social jealousy between employees and prioritize the comfort of fellow employees when working so that in this case they can create a good performance perception for future performance activities. Then, with appropriate compensation and income provided by the company to meet their daily needs, they can increase their work morale and increase their work morale so that it has a big influence on the growing perception of good performance in the company environment.

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