

**THE INFLUENCE OF EMPLOYEE COMPENSATION, MOTIVATION AND  
LOYALTY AS INTERVENING VARIABLES ON PERFORMANCE  
ORGANIZATION IN CIBINONG CLASS B PRIVATE HOSPITAL**

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**ABSTRACT**

*Employees tend to experience high work stress because most of their time is spent at work and with the same job. So that the greater the motivation possessed by individuals as employees can improve the performance of the organization itself. Among management theorists and practitioners, it has long been known that the problem of motivation is not an easy problem, both to understand it and to apply it. This study aims to test whether there is an effect of Compensation, Motivation, Loyalty and Organizational Performance of type B directors in Cibinong. The type of research used in this study is quantitative research. Data collection techniques in this study used survey methods, with closed questionnaires. The population in this study was taken 100 employees. The direct effect of compensation variable on organizational performance is 0.232 and the influence of motivational variable on organizational performance is 0.237. While the indirect role is the motivation variable on organizational performance through loyalty, which is 0.244. And the variable between compensation and organizational performance through loyalty is 0.251. So it can be concluded that the direct effect is still inferior when compared to the indirect effect, so that compensation and motivation influence on organizational performance more on the indirect effect.*

**Keywords:** *Compensation, Motivation, Loyalty, Organizational Performance*

**Introduction**

Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, then success in achieving goals will be difficult to achieve

As a hospital is an agency that sells services, its organizational performance is of utmost priority. Therefore, there are many indicators that organizations must pay attention to, such as being able to encourage or motivate employees to develop or improve their abilities

and skills, as well as providing incentives that are appropriate to employees' abilities and workload so as to create job satisfaction for employees which is useful for increasing dedication and loyalty and love for their work and workplace.

Motivation can simply be formulated as a condition or action that encourages a person to do a job or activity as fully as possible to do and produce. People who have low motivation tend to show feelings of discomfort and dissatisfaction with their work. So the greater the motivation possessed by individuals as employees can improve the performance of the organization itself. The level of commitment,

both the company's commitment to employees, and between employees and the company is very necessary because through these commitments a professional work climate will be created.

Considering that Human Resources (HR) in a company organization has a very important role. The company's organizational goals can be implemented well or not, depending on the human factors that plan, implement and control the organization. Therefore, human resources are the most important asset in achieving the company's organizational goals. Reliable human resources are able to produce and make a major contribution to company activities. In an effort to achieve its goals, a company organization needs to plan its strategy appropriately, create good and professional HR management, but of course the plans that have been launched will run smoothly if every member of the organization in it has integrated cooperation and coordination.

It is not only the provision of compensation in the form of incentives and bonuses that companies need to pay attention to in order to improve employee performance, but the company itself must also pay attention to employee work motivation. Lack of employee motivation can hinder organizational performance. It has long been known among management theorists and practitioners that the problem of motivation is not an easy problem, either to understand it or even to apply it. Loyalty is a characteristic possessed by an employee and will appear when working in an organization or company. According to Andromike (2014), employee loyalty is the attitude and actions of devoting their abilities and expertise, carrying out tasks responsibly and honestly at work, creating good working relationships with superiors, colleagues and subordinates in completing tasks, creating a supportive and pleasant atmosphere. at work and a willingness to work for long periods of time.

Based on the results of observations and interviews with 10 employees of the Cibinong Class B Private Hospital, it was stated that employee compensation, loyalty and motivation regarding organizational performance were still low. This is shown by the many employee complaints regarding compensation which affects employee loyalty and motivation towards their work. Class B Cibinong Private Hospital needs to pay attention to how the organization performs in order to improve the progress of the hospital by paying attention to compensation, motivation and employee loyalty factors.

However, it is known that the level of performance of the Cibinong Class B Private Hospital is less than optimal, so it is necessary to examine how the company motivates its employees to work and what the level of employee loyalty is and what the impact of compensation factors is on increasing the organization's performance.

Likewise, the Cibinong Class B Private Hospital needs to pay attention to how the organization performs in order to improve the hospital's progress by paying attention to compensation, motivation, loyalty and organizational performance factors. However, it is known that the level of performance of the Cibinong Class B Private Hospital is less than optimal, so it is necessary to research how the hospital motivates its employees to work and what the level of employee loyalty is and what the impact of compensation factors is on increasing organizational performance.

To maintain and retain employees who have excellent performance and have worked for the company for many years and are competent, there are factors that the company needs to pay attention to, one of which is compensation. Apart from that, for employees of course financial and non-financial compensation other than salary is something they always look forward to to fulfill their needs. From the results of the author's observations, the following are the results of observations made on employees of the Cibinong Class B Private Hospital, it is suspected that there are needs that are not being met by the employees, so the employees decided to resign, the following data results from the author regarding the decline in employee loyalty from 2020 to 2022 can be seen as follows:

**Table 1. Employees Resigning from 2021 to 2022**

January- June 2021	July- December 2021	January- July 2022	Amount
6%	7%	10%	23%

*Source: Employee Data at Class B Private Hospital Cibinong*

It can be seen in table 1.1 that from 2021 to 2022 there has been an increase in the number of employees who have decided to leave the company.(resign).With an increase in employeesresignmakes researchers want to find out what the employees' reasons arearesignare compensation, motivation, loyalty and organizational performance. The compensation referred to is both financial compensation and

non-financial compensation. Meanwhile, compensation is an award/reward for workers who have contributed to realizing their goals, through activities called work.

From the author's observations in the field, employees are often late. This is an indication of low motivation which has an impact on organizational performance. Delays can result in delayed work which will hinder the distribution of work to the next flow. Thus, this also illustrates a decline in performance which can have an impact on the company's image. In general, every organization definitely wants an attitude of employee loyalty.

Several studies have been conducted regarding the influence of compensation and career development on organizational performance. However, the results of this research still show inconsistencies. There are a number of researchers who reveal the influence of compensation on organizational performance, namely Arfindy Parerung, et al (2014) state that the influence of compensation does not have a significant effect on organizational performance. Meanwhile, according to Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) and Angga Putra Samudra, et al (2014) compensation has a significant effect on organizational performance. Furthermore, according to Gainer Frisky Lakoy (2013) career development has no effect on organizational performance. Meanwhile, according to Arfindy Parerung, et al (2014) and Hambarwati (2011) career development has a significant effect on organizational performance because career development is an increase in individual work abilities. Meanwhile, according to Dilian Diah Pertiwi (2014) and Leonardo Agusta and Eddy Madiono Sutanto (2013) and Windy Aprilia Murty and Gunasti Hudiwinarsih (2012) motivation has a significant influence on organizational performance.

Based on the explanation above, there are many factors that make an employee loyal, including compensation, effective communication, motivation provided by the company as well as the relationship between superiors and subordinates and the relationship between employees with each other which is more focused on by the author according to the opinion (Susanto, 2004 ). Thus, with several employees who *resign* and choosing to work elsewhere can indicate a lack of employee loyalty to the company which results in compensation that seems "disappointing". This is a result of the lack of compensation or

motivation given by the company to contract employees which results in a decrease in employee loyalty.

With the above problems, the author is interested in conducting research with the title: "THE INFLUENCE OF EMPLOYEE COMPENSATION, MOTIVATION AND LOYALTY AS VARIABLE INTERVENINGS ON ORGANIZATIONAL PERFORMANCE IN CIBINONG CLASS B PRIVATE HOSPITAL".

### **Research purposes**

The aim of the research is to analyze the influence of compensation, motivation and employee loyalty on organizational performance.

### **Literature review**

Kadarisman (2012) explains that compensation includes financial returns, realized services and benefits that employees receive as part of the employment relationship. Compensation is what employees receive in exchange for their contributions to the organization. Dimensions and indicators for measuring compensation include salary, wages, incentives and indirect compensation (fringe benefits).

Sunyoto (2012) defines motivation as encouragement that gives someone a feeling of enthusiasm to do work as optimally as possible and use all their skills and abilities to help the company achieve its goals. Dimensions and indicators for measuring motivation include having an aggressive nature, being creative in work, improving the quality of work from day to day and complying with working hours.

Loyalty is any attitude given to an organization or company by an employee which is shown in the form of work and service that is responsible and full of commitment according to Soegandhiet al(2013). Dimensions and indicators for measuring loyalty include obeying regulations, being responsible, contributing thoughts and energy sincerely to the organization.

Performance is a description of the level of achievement of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Yeremias T. Keban (2004). Dimensions and indicators for measuring organizational performance include responsiveness, responsibility and accountability.

## Hypothesis

Based on the description above, a hypothesis is prepared as follows:

1. H1: There is a positive influence of compensation and motivation through loyalty on organizational performance
2. H2: There is a positive influence of compensation on organizational performance
3. H3: There is a positive influence of loyalty on organizational performance
4. H4: There is a positive influence of motivation on organizational performance
5. H5: There is a positive influence of compensation on loyalty
6. H6: There is a positive influence of motivation on loyalty

## Method

The type of research used in this research is quantitative research. This research uses a survey method which is one of the methods used to collect data with a directly observed population. Researchers selected a number of respondents as samples and asked a list of questionnaire questions. The data in this research was collected through questionnaires distributed to respondents. The measurement method for this research uses measurement via the Likert scale method. The data used in this research is primary data. The population in this study was 650 employees of Cibinong Type B Private Hospital. The sampling technique used in this research was purposive sampling. Data analysis uses Structural Equation Modeling (SEM) analysis with the AMOS program. Total index value using 3 box criteria (Three-box Method).

## Results

### Respondent Demographics

It is known that 81% of respondents were female and the other 19% were male. Based on age, the majority of respondents were >30 years-40 years old, namely 46%. Based on the latest level of education, 50% of respondents have a D3/equivalent education. The majority of respondents have worked for 5-10 years, 34%.

### Measurement Model Analysis

#### 1. Results of Factor Validity Testing and Construct Reliability

The results obtained were that all items in each variable were valid because they had a loading factor value above 0.5 and a VE value

above 0.5. All variables are reliable because they have a CR value greater than 0.7. This means that all indicators in this research have been proven valid and reliable so they can be continued to the next stage.

## 2. Analysis of Fit of All Models

**Table 2 Goodness of Fit Test Results**

Goodness of Fit Indeks	Cut off Value	Hasil	Evaluasi Model
Chi – Square	≤ 138,811	115,203	Good Fit
Probability	≥ 0,05	0,425	Good Fit
CMIN/DF	≤ 2,00	1,019	Good Fit
RMSEA	≤ 0,08	0,014	Good Fit
GFI	≥ 0,90	0,888	Marginal Fit
AGFI	≥ 0,90	0,849	Marginal Fit
TLI	≥ 0,90	0,997	Good Fit
CFI	≥ 0,90	0,997	Good Fit

Based on the results of the Linearity Test in the table above, the overall research model is good because the overall goodness of fit value is in the good fit category, especially the RMSEA value which is smaller than 0.08 so there is no need to modify the model and it meets the goodness criteria. of fit. Overall, the model has a good fit so that the research model is good and acceptable.

## 3. Normality Test Results

**Table 3 Normality Test Results**

Variable	min	max	skew	c.r.	kurtosis	c.r.
KO6	2.000	5.000	.113	.462	-.798	-1.629
KO5	2.000	5.000	.030	.122	-.721	-1.471
KO4	2.000	5.000	.055	.225	-.745	-1.521
KO3	2.000	5.000	-.133	-.543	-.150	-.307
KO2	1.000	5.000	-.463	-1.890	.761	1.553
KO1	1.000	5.000	-.505	-2.060	.963	1.966
L3	1.000	5.000	-.075	-.306	.222	.453
L2	1.000	5.000	-.302	-1.232	.493	1.006
L1	2.000	5.000	.122	.497	-.897	-1.831
M4	2.000	5.000	-.076	-.308	-.826	-1.686
M3	2.000	5.000	-.312	-1.272	-.075	-.154
M2	1.000	5.000	-.346	-1.414	.024	.049
M1	2.000	5.000	-.157	-.642	-.724	-1.477
K4	1.000	5.000	-.425	-1.735	.576	1.175
K3	2.000	5.000	-.119	-.486	-.240	-.491
K2	1.000	5.000	-.410	-1.673	.720	1.469
K1	1.000	5.000	-.316	-1.290	.488	.995
Multivariate					-10.912	-2.147

Based on the table above, it can be seen that in univariate and multivariate terms the data is normally distributed because it has a critical

ratio (cr) value below the absolute value of  $\pm 2.58$ .

#### 4. Multicollinearity Test

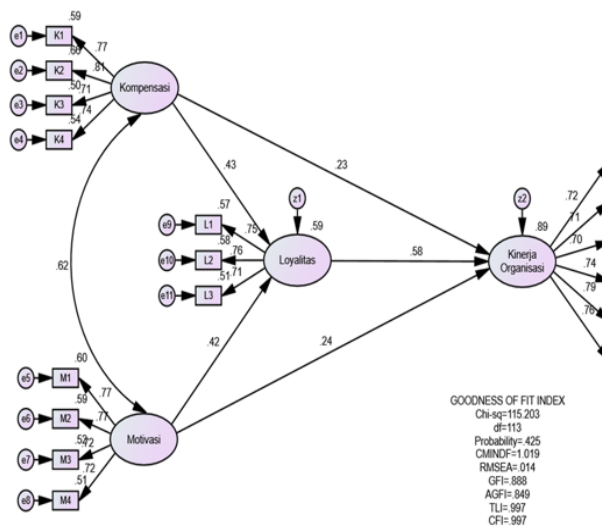
**Table 4 Multicollinearity Test Results**

	K06	K05	K04	K03	K02	K01	L3	L2	L1	M4	M3	M2	M1	K4	K3	K
K06	1.000															
K05	.670	1.000														
K04	.571	.588	1.000													
K03	.535	.556	.494	1.000												
K02	.495	.557	.547	.450	1.000											
K01	.520	.550	.574	.592	.427	1.000										
L3	.474	.425	.469	.382	.529	.451	1.000									
L2	.522	.569	.474	.403	.606	.512	.574	1.000								
L1	.526	.541	.513	.538	.528	.448	.543	.542	1.000							
M4	.428	.488	.492	.339	.381	.405	.409	.397	.334	1.000						
M3	.455	.444	.441	.419	.550	.447	.341	.329	.393	.431	1.000					
M2	.339	.396	.479	.350	.442	.402	.413	.408	.413	.591	.587	1.000				
M1	.466	.409	.493	.438	.462	.452	.414	.326	.435	.570	.566	.575	1.000			
K4	.454	.433	.351	.535	.480	.488	.369	.495	.381	.244	.323	.358	.321	1.000		
K3	.505	.447	.357	.384	.320	.344	.277	.296	.354	.338	.299	.355	.336	.481	1.000	
K2	.486	.487	.376	.530	.400	.477	.399	.445	.448	.399	.401	.390	.386	.596	.609	1.00
K1	.463	.445	.486	.448	.436	.409	.360	.398	.418	.334	.379	.346	.384	.579	.557	.60

Based on the table above, it is known that there is no multicollinearity problem because the correlation value between items is less than 0.9.

#### 5. Hypothesis test

The test results of the research model can be described as follows:



**Figure 1 Research Model Results**

**Table 5 Hypothesis Test Results**

Hipotesis	C.R. (t hitung)	P-Value	Kesimpulan
Terdapat pengaruh positif kompensasi terhadap loyalitas	3,045	0,002	Berpengaruh positif dan signifikan
Terdapat pengaruh positif motivasi terhadap loyalitas	2,951	0,003	Berpengaruh positif dan signifikan
Terdapat pengaruh positif kompensasi terhadap kinerja organisasi	2,004	0,045	Berpengaruh positif dan signifikan
Terdapat pengaruh positif motivasi terhadap kinerja organisasi	2,038	0,042	Berpengaruh positif dan signifikan
Terdapat pengaruh positif loyalitas terhadap kinerja organisasi	3,789	<0,001	Berpengaruh positif dan signifikan

#### 6. Mediation Hypothesis Testing

##### a. Direct Effects

**Table 6 Standardized Direct Effect**

	Motivasi	Kompensasi	Loyalitas
Loyalitas	0,422	0,433	0,000
Kinerja Organisasi	0,237	0,232	0,579

It is known that the influence of motivation variables on loyalty variables is 0.422, the influence of motivation variables on organizational performance is 0.237, the influence of compensation variables on loyalty is 0.433, the influence of compensation variables on organizational performance is 0.232 and the influence of loyalty variables on organizational performance is 0.579. So it can be concluded that the variable that has the greatest direct influence is the loyalty variable on the organizational performance variable of 0.579.

##### b. Indirect Effects

**Table 7 Standardized Indirect Effects**

	Motivasi	Kompensasi	Loyalitas	Kinerja Organisasi
Loyalitas	0,000	0,000	0,000	0,000
Kinerja Organisasi	0,244	0,251	0,000	0,000

It is known that the indirect effect of motivation on organizational performance through loyalty is 0.244. And it is known that the indirect effect of compensation on organizational performance through loyalty is 0.251. So it can be concluded that the largest indirect influence is the indirect influence between compensation on organizational performance through loyalty, namely 0.251.

Looking at tables 4.20 and 4.21, it can be seen that the direct influence of compensation variables on organizational performance is 0.232 and the influence of motivation variables on

organizational performance is 0.237. Meanwhile, the indirect role is the motivation variable on organizational performance through loyalty, which is 0.244. And the variable between compensation and organizational performance through loyalty is 0.251. So it can be concluded that the direct influence is still less when compared to the indirect influence, so that compensation and motivation have more of an indirect influence on organizational performance.

## **Discussion**

### **1. Loyalty influences organizational performance**

The research results show that the average Loyalty score after analysis is included in the good category. Thus, the loyalty given by the hospital to its employees is considered good, in this case the loyalty of the Cibinong Class B Private Hospital certainly influences organizational performance. The better employee loyalty, the better the organization's performance. The influence of loyalty on organizational performance has been proven from the results of research at the Cibinong Type B Private Hospital. This is shown by the results of the CR values (calculated  $t$ ) where this value is greater than the  $t$  table and also the  $p$  value is much smaller than  $\alpha$ . Based on these results, it can be stated that there is a positive and significant influence of the loyalty variable on organizational performance.

Loyalty is an employee's mental attitude which is shown by their loyal attitude towards the company, in this case the Cibinong Class B Private Hospital in good or worst conditions. Therefore, loyalty can also be interpreted as loyalty given by employees to the company where the company is able to reciprocate very well to the employees. This is greatly influenced by the motivation at work of hospital employees.

### **2. Compensation Influences Organizational Performance**

The research results show that the average score compensation after analysis is included in the good category. Thus, the compensation given by the hospital to its employees is considered good. Compensation as a reward for employee contributions to company productivity, in this case the Cibinong Class B Private Hospital, certainly influences organizational performance. The better the compensation given to employees, the better the organization's performance will be. The influence of compensation on organizational

performance has been proven from the results of research at the Cibinong Type b Private Hospital. This is shown by the results of the CR value (calculated  $t$ ) where this value is greater than the  $t$  table and also the  $p$  value is smaller than  $\alpha$ . Based on these results it can be stated that there is a positive and significant influence of compensation variables on organizational performance.

Organizational performance cannot be separated from the compensation given to employees, because with compensation they become more enthusiastic to work as optimally as possible, because by receiving compensation they feel that their efforts are properly appreciated or rewarded. This result is in line with compensation, namely compensation for services or remuneration provided by the organization to its workers, because these workers have contributed energy and thoughts for the progress of the organization in order to achieve the goals that have been set. The results of this research are in line with the results of research conducted by Cucu Risnawati, where the research results stated that there was a positive and significant influence of compensation on employee performance. From the results of the above research, the Cibinong Class B Private Hospital can increase compensation provided to employees so that it can improve organizational performance.

The results of this research indicate that compensation has a significant effect on organizational performance. It can be seen that the higher the compensation given can improve organizational performance. This statement is proven by the compensation provided by the Cibinong Class B Private Hospital which is able to make employees more diligent, enthusiastic and active in carrying out their work. This is able to encourage employees to come to work every day, because the consequence is that if they don't come in on that day they will not get wages or payment. These results are supported by previous research, namely "The Influence of Compensation on Organizational Performance at PT. Trakindo Utama Samarinda" conducted by (Fauzi, 2014) which stated that financial and non-financial compensation had a positive and significant effect on organizational performance. Research entitled "The Influence of Compensation And Training Toward Work Discipline And It's Impact On The Employees' Performance in The Research Center of Science And Technology (PUSPITEK)" conducted by

(Bharata, 2016) also states that compensation has a significant influence on organizational performance.

### **3. Motivation Influences Organizational Performance**

The research results show that the average workplace motivation score after analysis is included in the good category. Thus, workplace motivation at the Cibinong Class B Private Hospital for its employees is considered good. The research results show that motivation in the workplace has a positive and significant effect. This is proven by the CR value (calculated  $t$ ) where this value is greater than the  $t$  table and also the  $p$  value is smaller than  $\alpha$ . Thus it can be stated that there is a positive and significant influence of motivation variables on organizational performance.

Given work motivation, an employee will work optimally if his needs are met and receive encouragement from the surrounding environment to achieve the goals that have been set. The results of this research are in line with work motivation as an incentive for someone to do their job better, it is also a factor that makes the difference between success and failure in many things and is an emotional energy that is very important for a new job. The results of this research are also not the same as research conducted by Wahyu Nur Rohmah, which showed that there was a positive influence of work motivation on employee performance at KPP Pratama Bantul. Based on the results of the research above, Cibinong Class B Private Hospital must increase the provision of work motivation to employees so that it can improve the organization's performance.

### **4. Compensation Affects Loyalty**

The research results show that the average score compensation after analysis is included in the good category. Thus, the compensation given by the hospital to its employees is considered good. Compensation as a reward for employee contributions to company productivity, in this case the Cibinong Class B Private Hospital, certainly influences loyalty. The better the compensation provided to employees, the more loyal employees will be to the institution. The influence of compensation on employee loyalty has been proven from the results of research at the Cibinong Type B Private Hospital. This is shown by the CR value (calculated  $t$ ) where this value is greater than the  $t$  table and also the  $p$  value is smaller than  $\alpha$ . Based on these results, it can be stated that there is a positive and

significant influence of the compensation variable on employee loyalty.

The better the compensation, the better employee loyalty will be. The results of this research are also in accordance with previous research conducted by Retno Djohar Juliani. In his research entitled "The Effect of Compensation on Employee Loyalty" the results show that compensation and employee loyalty have a reciprocal influence. Compensation can increase employee loyalty and employee loyalty can increase employee compensation, because loyalty can increase work productivity. In connection with this, the research results show the influence of compensation on employee loyalty RS Private Type B Cibinong has been confirmed by previous research. Compensation that meets needs will make employees loyal to their work. The higher the fulfillment of needs obtained from compensation, the more loyalty the employees of Cibinong Type B Private Hospital will increase. If compensation is seen by employees as being in line with expectations, the employees concerned will become loyal to the company where they work. The appropriateness of compensation is also very important, because if employees feel they are receiving adequate compensation, let alone providing great benefits, their loyalty will increase.

Compensation can provide a sense of satisfaction if the amount received is in accordance with what the employee expected. In other words, the compensation in question is compensation that is believed to be acceptable. If the compensation received is the same as what is believed to be acceptable or even more than what should be received, then employees will feel satisfied. Employee satisfaction will have a positive effect on improving employee performance in relation to the tasks they are responsible for. The compensation system needs to pay attention to appropriateness so that employees are not disappointed. Inadequate compensation will affect employee satisfaction and may even cause employees to feel inferior when working with employees from other institutions. Conditions like this should not occur, therefore when providing compensation you must really pay attention to feasibility aspects.

Compensation can have a negative effect on employee satisfaction, if what they hope for and believe in is not realized in the realization of the compensation they receive. This condition

may occur due to irregularities or fraud by officers who make compensation or wage payments. In this condition, it is necessary to enforce the applicable rules based on mutual agreement and a sense of justice. If there are acts of irregularities and fraud committed by unscrupulous employees, causing disappointment for many people, namely: employees receiving compensation, then there needs to be strict sanctions. These strict sanctions must be able to create a sense of deterrence, so that irregularities and fraud do not occur again. This is important so that the compensation system can have a positive and significant effect on employee satisfaction in working in accordance with their duties and responsibilities as employees at the Cibinong Type b Private Hospital.

### **5. Motivation Influences Loyalty**

The research results show that the average workplace motivation score after analysis is included in the good category. Thus, the workplace motivation in the hospital for its employees is already good. The research results show that motivation in the workplace has a positive and significant effect. This is proven by the CR value (calculated t) where this value is greater than the t table and also the p value is smaller than  $\alpha$ , thus it can be stated that there is a positive and significant influence of the motivation variable on employee loyalty. If the motivation in the workplace of Cibinong Class B Private Hospital employees increases, then it is certain that employees will have increased loyalty. Conditions like this will certainly encourage the company to progress further and be able to achieve the targets that have been set.

The influence of work motivation on employee loyalty in this research is in accordance with the results of previous research conducted by Laelatul Amanah, Azis Fathoni, Maria M Minarsih entitled "The influence of the work environment, motivation and leadership behavior on employee loyalty at the Semarang Ocean Science Foundation" which shows that the work environment has a significant effect on employee loyalty, work motivation has a positive and significant effect on employee loyalty, and leadership behavior has a positive effect on employee loyalty

Motivated hospital employees show a sense of love for their work and enjoy it. If this kind of mental condition continues to grow and develop, it can give birth to a personality that is loyal to the company, in this case the Cibinong

Type B Private Hospital. Motivation in the workplace also shows that there is conformity with employee ideals. Work that is in line with employee aspirations certainly has a positive impact so that it can influence a personality that is loyal to the company. Passion for carrying out tasks is also part of motivation in the workplace. If employees have high enthusiasm in carrying out their duties then this means that employees are truly loyal. Loyalty issues also cannot be separated from employees' lives. If the work that employees do is related to their lives, their loyal personality will increase. Employees who have high motivation at work will do their work with full loyalty because work in a hospital is seen as very connected to their lives. Apart from being very connected to his life by working in the hospital he felt that he needed it.

### **Research Findings**

This research shows that the dominant variable influencing organizational performance in Cibinong Class B Private Hospital is compensation and the dominant variable influencing Loyalty in Cibinong Class B Private Hospital is Motivation. This shows that good employee compensation will make the organization perform well. And good employee motivation will influence organizational performance. This aspect has an important role in improving organizational performance.

Based on the results of the path analysis test, it can be concluded that the direct influence is still less when compared to the indirect influence, so that compensation and motivation have more of an indirect influence on organizational performance.

### **Conclusion**

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Compensation and motivation variables have a positive and significant effect through loyalty on organizational performance (KO). This means that based on the analysis it can be concluded that the hypothesis is accepted. If compensation is given according to what is done, good performance will be achieved. With the help of work motivation that already exists within employees, employee performance can be better. This explains that compensation and work motivation together influence employee performance through employee loyalty.



2. Compensation variables have a positive and significant effect on organizational performance (KO). This is proven by the results of the analysis and it can be concluded that the hypothesis is accepted. If the compensation aspects at the Cibinong Type B Private Hospital are met, then performance will increase.
3. Loyalty influences compensation and has a positive and significant effect on organizational performance. This means that loyalty plays a role in the relationship between compensation and organizational performance.
4. The motivation variable has a positive and significant effect on organizational performance. Based on the results of the analysis, it can be concluded that the hypothesis is accepted. High performance can be obtained with motivation within employees which begins with interest in the task. Then employees will have challenging work goals. Apart from that, feedback in the form of closing rights such as commissions and bonuses obtained also influences employee motivation.
5. The compensation variable has a positive and significant effect on Loyalty. This means that the compensation provided by the hospital influences the formation of employee loyaltyRS.
6. The motivation variable has a positive and significant effect on loyalty. This means that the work motivation of employees influences their loyalty when working atRS.

### **Theoretical Implications**

This research proves the hypothesis that there is an influence of workload, job demand and the influence of compensation, motivation and loyalty on organizational performance, so this strengthens the theory and results of previous research. From the results of research and in-depth study, the opportunity to develop theories on compensation, motivation and loyalty on organizational performance can be expanded in dimensions or add new variables to sharpen the analysis and adapt it to current conditions.

### **Managerial Implications**

Compensation here needs to be looked at again and more seriously in providing justice to all employees. Fair compensation in accordance with their respective responsibilities and work is

really needed by every employee because by providing fair compensation, employees feel appreciated for the efforts made by employees for Hospital X.

### **Suggestion**

Based on the research results described above, the researcher proposes suggestions that can be used by several parties as follows:

- a. Hospitals are expected to increase awareness among employees. The leader's understanding of the problems faced by employees such as regarding salaries received, hospital targets and employee expectations so that employee performance will increase. It is hoped that the hospital can better align the hospital's goals and the goals of RS X employees, so that the shared vision can be achieved. With this, RS X employees will improve their performance. Standardize the competencies of each unit.
- b. Hospitals must pay attention to providing compensation to prevent employees feeling unfair in receiving compensation from the hospital. Hospitals should carry out job promotions so that employees remain motivated to work better in the hospital. Each management leader in each unit provides more time to establish bonding that does not only discuss work-related matters directly, but remains within the scope of factors that support employee enthusiasm for work.

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