

Research Article

Improving Employee Performance: The Role of Engagement, Transfer, Compensation, and Motivation in Work Productivity

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Abstract

The purpose of this study is to investigate how motivation, pay, transfers, and employee engagement affect worker performance. The study's population consisted of employees from the Jakarta Cakung Primary Tax Service Office, with a sample size of 89 respondents. A non-probability sampling method was employed, specifically utilizing saturated sampling through the dissemination of surveys. Significant appropriateness is demonstrated by the study model's substantial effect and high degree of relevance in result prediction. The Partial Least Square Structural Equation Modeling (PLS-SEM) approach was used to analyze the data. The results show that employee performance is positively and significantly impacted by employee engagement. Furthermore, motivation, pay, and transfers all have favorable and noteworthy influence on performance. According to the research's management implications, managers need to create a welcoming workplace that encourages employee involvement, including offering career development opportunities. Moreover, it is essential for managers to provide necessary support through additional training and adequate orientation, while also encouraging employees to actively participate in training programs and enhancing their skill sets.

Keywords: Employee Engagement, Transfer, Compensation, Motivation, Performance

JEL Classification: M51, J24, D23

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1. Introduction

Human resources play a pivotal role in a company's success. They must possess the right skills and competencies to enhance performance in line with the organization's vision and mission. Effective Human Resource Management (HRM) is essential for managing and guiding HR efforts to achieve corporate objectives. The success of a company is fundamentally linked to the quality of its human resources (Setiawan et al., 2024)(Rezeki & Syarifuddin, 2021).

To navigate the challenges of globalization and compete on a global scale, companies must prioritize the development of high-quality and effective human resources. Employees should be intelligent, competent, possess strong human resource management skills, and demonstrate a willingness to learn in order to lead organizations and foster collaboration with others (Ozkeser, 2019). Performance is crucial and carries significant weight, as it has been shown to yield substantial benefits. When employees perform optimally, they can tackle organizational tasks effectively and efficiently, addressing challenges that arise with competence. Consequently, enhancing employee performance is a top management challenge, as the achievement of the organization's goals and its long-term viability heavily depend on the quality of its human resources' performance (Aditya & Deviastri, 2024).

According to Sarif et al. (2020) and (Jayasri & Annisa, 2023), performance can be broadly categorized into two main aspects: employee performance and organizational performance. Employee performance pertains to the individual contributions within an organization, while organizational performance encompasses the overall achievements of the entity as a whole. Achieving the organizational goals is crucial, particularly for the Jakarta Cakung Primary Tax Service Office (KPP). It contributes significantly to the collection of tax income. KPP Pratama Jakarta Cakung was selected for this study due to the office's uneven performance, which suggests possible problems with staff transfers, motivation, engagement, and pay. Conflicting findings from earlier studies on these issues highlight the need for more study in the setting of tax offices. The aim of this research is to identify key performance drivers and provide targeted recommendations to enhance both employee productivity and organizational effectiveness.

The regional tax revenue target proves this as a form of its performance. Based on data from 2018, realized tax revenues tend to be higher, indicating the potential for strong recovery after a period of decline. However, KPP Pratama Jakarta Cakung experienced fluctuations in its performance, indicating instability in employee performance. When there is an increase in tax revenue, it can be interpreted that employee performance also increases. On the other hand, if employee performance improves, this has the potential to have an overall positive impact on KPP's performance. Therefore, it is necessary to identify the factors that cause fluctuations in the performance of KPP Pratama Jakarta Cakung so that corrective measures can be implemented to achieve stability and sustainable performance improvement.

According to According to Handoyo and Setiawan (2017), employees that are really involved and enthusiastic about their work and the company they work for are considered engaged. This involvement shows a desire to actively support the company's growth. This conclusion is demonstrated by the employees' diligent attempts to do their responsibilities completely, giving their all in terms of their ideas and energy, and even being prepared to put in extra time if needed. There are still instances at KPP Pratama Jakarta Cakung when staff members' levels of involvement are low. This may be brought on by a number of things, including poor communication, work discontent, a lack of opportunities for professional growth, and a failure to recognize the accomplishments of employees. Based on the results of research conducted by Lubis & Wulandari, (2018), Parodya et al. (2022), Dewi et al. (2022), and Ramdan et al. (2022) said that employee engagement has a positive effect on performance but this is different from research conducted by Darmaeti et al. (2021), and Taqiyuddin et al. (2022) said that there is no influence between employee engagement and performance.

Apart from the employee engagement factor, another factor is mutation. Employees who are looking forward to transfers because they want to take on new tasks or land a new job since they are tired of the same old thing. Transfers are frequently seen as standard procedure in an organization to give staff members the chance to increase their expertise and experience in the hopes of enhancing performance (Sekarmiati, 2021). Since transfers may bring discomfort with regard to job, position, and work environment, some KPP Pratama Jakarta Cakung employees view them as an unpleasant experience. According to the findings of studies by Maisura & Konadi (2023), Eraku et al. (2023), Dinsar (2021), and Husain (2022), mutations have a favorable impact

on performance, but this is different from research conducted by Silalahi (2021), and Mubarak et al. (2021) who say that mutations do not affect performance.

The level of compensation at KPP Pratama Jakarta Cakung is inadequate for the various needs that are to be met. Suppose the compensation provided is insufficient to meet living needs. In that case, this can reduce employee morale and productivity in carrying out their duties and can also make employees less responsive and slow at work. Based on the results of research conducted by Poluakan et al. (2019), Armansyah et al. (2020), and Tahir (2021) say that compensation has a positive effect on performance. Meanwhile, this is different from research conducted by Tahar & Kuncahyo (2020) and Elsera & Ciamas (2021), who say that compensation has no effect on performance.

The next factor Motivation is something that must be taken into account. An important factor in employee effectiveness is motivation. A worker who is very motivated tends to work optimally and responsibly. High motivation is reflected in work enthusiasm and resilience in facing obstacles. The majority of employees at KPP Pratama Jakarta Cakung face the challenge of less than optimal work motivation. The impact can be seen in employees tending to lose enthusiasm for work, being punctual in attendance, and procrastinating at work. According to the findings of studies by Kariyamin et al. (2020), Noor & Mulyono (2020), and Yasa (2018), motivation improves performance; however, this is in contrast to studies by Subroto (2018) and Hidayat (2021) that claimed motivation had no effect on performance.

The objective of this study is to explore the impact of employee motivation, engagement, transfers, and compensation on performance, specifically within KPP Pratama Jakarta Cakung. Previous research on the influence of these factors on performance has yielded inconsistent results, highlighting the need for further clarification. Some studies indicate no significant effect, while others demonstrate a positive correlation. Additionally, the specific challenges faced by the staff of KPP Pratama Jakarta Cakung remain largely unexplored, such as low levels of engagement, dissatisfaction with transfers, inadequate compensation, and a lack of motivation. The uniqueness of this study lies in its thorough examination of these variables with the goal of identifying the primary causes of performance variances within the framework of a tax service office and offering practical suggestions for improving employee productivity and organizational stability.

2. Literature Review and Hypothesis

Employee Performance

Mangkunegara (2017) says that "performance" encompasses both job performance and actual performance, which together reflect the amount and quality of an employee's labor. This shows how effectively they carry out their duties. The degree to which an activity program or policy has been successfully executed to accomplish the organization's goals, objectives, vision, and purpose as specified in the organization's strategic planning is known as performance, according to Moheriono, as mentioned in Lubis & Wulandari (2018). A number of specialists stress that performance is directly related to an individual's work within a company, encompassing aspects such as quality, quantity, and timeliness (Lestari & Deviastri, 2024).

Employee Engagement

Employee Engagement is an employee's ability to contribute beyond expectations, and as a result, engaged employees tend to be more productive compared to their less involved colleagues (Febriansyah and Ginting, 2020). Employees with high levels of involvement frequently exhibit high degrees of zeal, vigor, and loyalty. They also exhibit a great deal of pride and dedication to the companies they work for. The development of human resources at all levels, from employees and managers to leaders, is a key component of employee engagement, which goes beyond just accomplishing the organization's strategic goals. The purpose of this study is to make sure that everyone is completely engaged in their job so that they can give it their all and help the firm reach its objectives. (Ginting et al., 2020; Sulyantie & Gani, 2023).

Mutation

According to Gunawan et al. (2017), mutation is an activity that includes relocating employees from one work location to another. Although the term "mutation" is often interpreted as transfer, in fact, mutation covers a variety of activities, including workforce transfers, transfers of responsibilities, changes in employment status, and similar things. According to Hasibuan (2019), mutation can be seen as a shift of a person's role, location, or type of employment, both vertically (via promotion or relegation) and horizontally (through a change in position). According to the aforementioned expert perspective, organizational mutations involve both horizontal and vertical changes in personnel roles or employment. The goal is to enhance workers' abilities and capabilities while offering fresh experiences that can help in their career development.

Compensation

According to Enny (2019), compensation is a type of reciprocity offered to employees as a sign of appreciation for their contribution and work to the organization. Compensation can take the form of direct and indirect financial assistance, as well as awards. All financial returns and benefits employees receive as a result of their employment connections are considered compensation. Meanwhile, according to Sinambela et al. (2018) state that compensation is part of a reward system that only focuses on economic aspects. However, with the growing belief that systems influence individual behavior in a broader context, The organization's overall incentive system and the compensation system are inextricably linked (Pratamtomo et al., 2024; Savira et al., 2024).

Motivation

Motivation is a concept that reflects the forces that Encourage staff members to take the initiative and direct their own conduct. In essence, motivation is a process that produces, directs and maintains human behavior because managers, according to the definition, cannot work without involving other people (Hidayat, 2021). Motivation arises from employee behavior when they face situations and conditions in the workplace. Apart from that, motivation is seen as a good thing that may direct workers to work in line with the organization's vision and goal company where they work (Nurzaman & Fadhlillah, 2023)(Wijayanto & Dotulong, 2017).

Research Conceptual Framework

This research will explain the influence of Employee Engagement, Transfers, Compensation and Motivation on Employee Performance. Employee Engagement, Transfers, Compensation and Motivation are thought to influence Employee Performance, specifically at the Jakarta Cakung Pratama Tax Service Office in 2023.

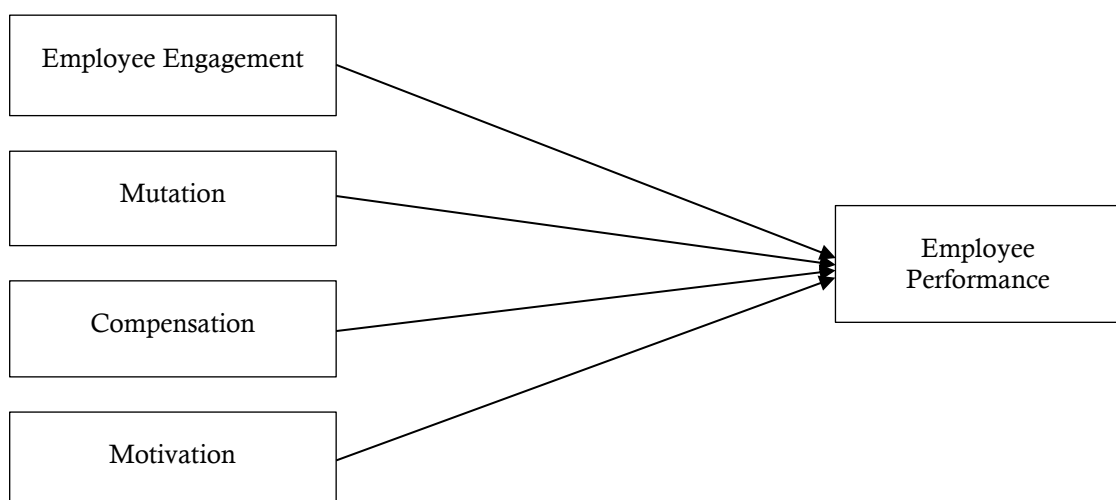


Figure 1. Research Conceptual Framework

Research Hypothesis

The Influence of Employee Engagement on Employee Performance

The capacity of an employee to contribute in ways that go above and beyond expectations is known as employee engagement, and as a consequence, engaged individuals are often more productive than their less involved colleagues (Febriansyah & Ginting, 2020). Agus Hali (2019) asserts that there is a favorable correlation between employee engagement and performance. Better performance is achieved by workers who are emotionally, intellectually, and behaviorally invested in their positions and companies. The findings of this study are consistent with studies on employee engagement by Lubis & Wulandari (2018), Parodya et al. (2022), Dewi et al. (2022), and Ramdan et al. (2022), which demonstrates that employee involvement significantly and favorably affects employee performance. The following hypothesis, which is backed by prior study and theory, can be formulated:

H1: Employee Engagement has a positive and significant effect on performance

The Effect of Mutations on Employee Performance

According to Gunawan et al. (2017), mutation is an activity that involves moving workers from one work location to another. Although the term "mutation" is often interpreted as transfer, in fact, mutation covers a variety of activities, including workforce transfers, transfers of responsibilities, changes in employment status, and similar things. Meanwhile, transfer only refers to the physical transfer of labor from one place to another. Thus, mutation covers broader aspects than just the physical movement of labor. Good mutations can be a benchmark for companies in creating maximum performance, and Prior studies have demonstrated that employee performance is positively and significantly impacted by mutations. Research by Maisura & Konadi (2023), Eraku et al. (2023), Dinsar (2021), and Husain (2022) supports this conclusion. The following hypothesis, which is backed by prior study and theory, can be formulated:

H2: Mutations have a positive and significant effect on performance

The Effect of Compensation on Employee Performance

Enny (2019) asserts that remuneration is a kind of reciprocity given to workers as a token of gratitude for their labor and contributions to the company. In addition to direct and indirect financial help, compensation can also awards. All financial returns and benefits employees receive as a result of their employment connections are considered compensation. According to Mangkunegara (2014) "Compensation is very important for employees and entrepreneurs," because compensation is a source of employee income and compensation is also a reflection of social status for employees. Employee compensation has a major impact on work outcomes, employee motivation, job satisfaction, and performance. Research by Poluakan et al. (2019), Asmayana et al. (2018), Armansyah et al. (2020), and Tahir (2021) supports this conclusion by demonstrating that compensation significantly and favorably affects performance. The following hypothesis, which is backed by prior study and theory, can be formulated:

H3: Compensation has a positive and significant effect on performance

The Influence of Motivation on Employee Performance

According to Hidayat (2021), motivation is basically a combination of the needs, desires and desires of each individual. Therefore, employee motivation can be interpreted as a process in which an organization or institution provides inspiration to its employees to achieve the organization's goals. Motivation arises from employee behavior when they face situations and conditions in the workplace. Apart from that, motivation is considered a positive thing that can guide Workers should adhere to the company's vision and goal (Wijayanto & Dotulong, 2017). According to studies by Kariyamin et al. (2020), Noor & Mulyono (2020), and Yasa (2018), motivation has a positive and substantial impact on performance, which supports the notion that highly motivated people are more likely to perform well at work. The following hypothesis, which is backed by prior study and theory, can be formulated:

H4: Motivation has a positive and significant effect on performance

3. Data and Methods

Types of research

Explanatory research, which explains the position of the variables under study and the relationship between one variable and another by assessing the created hypothesis, is the sort of research employed in this study. Employees of KPP Pratama Jakarta Cakung are the subject data used in this study. The research's data source was acquired via primary data, namely research questionnaires or questionnaires via respondents. Primary data collection is the collection of data obtained when conducting research in the field. The primary data source used in this research is employees of KPP Pratama Jakarta Cakung.

Method of collecting data

This research employs a data collection method in the type of a survey that makes use of a questionnaire. The information, which included a number of written statements meant for employee answers, was obtained directly from KPP Pratama Jakarta Cakung staff members. The Partial Least Squares method was used for the study Structural Equation Modeling (PLS-SEM) approach. For data analysis, SmartPLS 3.0 software was utilized.

Population and Sample

This research uses a population of civil servant employees at KPP Pratama Jakarta Cakung. The research technique used is a non-probability sampling technique, namely Saturated Sampling. Saturated sampling is a sampling strategy in which all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people, or when the research wants to make broad generalizations with little inaccuracy. Census is another term for a saturated sample, which is taken from the entire population. Thus, the sample chosen was 6 KPP Pratama Jakarta Cakung work units, totaling 89 people.

Evaluation of Measurement Models

Evaluation of measurement models has a significant impact on how a variable is formed and operationalized in a research setting. A construct made up of reflective indicators was used in this study to examine the variables under investigation. Evaluation is done by referring to indicator reliability through loading factors and overall construct reliability (composite reliability).

4. Results

Evaluation of Measurement Models

Table 1. Evaluation of Measurement Models

Indicator	Item Item	Loading Factor	P-Value	Information
Employee Engagement Variable				
<i>Vigor</i> (Spirit)	X1.1	0.764	<0.001	Valid
	X1.2	0.765	<0.001	Valid
	X1.3	0.793	<0.001	Valid
Composite Reliability 0.910 > 0.7				
Mutation Variables				
Demotion	X2.5	0.755	<0.001	Valid
	X2.6	0.817	<0.001	Valid
Composite Reliability 0.896 > 0.7				
Compensation Variables				
Wages and Salaries	X3.1	0.817	<0.001	Valid
	X3.2	0.739	<0.001	Valid
Composite Reliability 0.919 > 0.7				

Employee Performance Variables				
Presence	Y.10	0.764	<0.001	Valid
	Y.11	0.804	<0.001	Valid
Composite Reliability 0.943 > 0.7				

Source: Processed Data (2023)

Based on Table 1 above, the data shows that vigor, or enthusiasm, has the largest impact on employee engagement (coefficient of 0.793), indicating that strong morale strengthens involvement at work. The mutation variable's primary component (0.817) is demotion, suggesting that employee transfers are caused by low motivation or dissatisfaction. The largest influence on compensation (0.817) comes from wages and salaries, highlighting their critical significance in determining monetary rewards. The strongest driving factor is the need for achievement (0.844), emphasizing the value of responsibility, creativity, and decision-making opportunities. Finally, attendance has the biggest effect on performance (0.804), showing how commitment and discipline significantly boost employee output.

Structural Model Evaluation

Table 2. Structural Model Evaluation

Evaluation Measures	Criterion Rules	Model Test Results
R-Square	Very strong model ≥ 0.70 , strong 0.46 - 0.70, moderate 0.26 - 0.45, weak ≤ 0.25	$R^2 = 0.506$
Q ² predictive relevance	Q ² > 0 = the model has predictive relevance, Q ² < 0 = the model lacks predictive relevance	Q ² = 0.266
Tenenhaus Goodness of Fit (GoF)	Small if ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	(GOF) = 0.549

Source: Processed Data (2023)

Based on Table 2, The purpose of this study is to investigate how employee motivation, engagement, transfers, and pay affect performance, specifically at KPP Pratama Jakarta Cakung. Results from earlier studies on the influence of these factors on performance have been conflicting, pointing to discrepancies that require more explanation. Some research shows no discernible effect, while others confirm a positive relationship. Furthermore, nothing is known about the particular difficulties that KPP Pratama Jakarta Cakung staff members encounter, including low levels of involvement, discontent with transfers, insufficient pay, and a lack of drive. This study's uniqueness comes from its careful examination of these variables within the framework of a tax service office, which aims to pinpoint important variables influencing performance variations and offer suggestions for enhancing worker productivity and organizational stability.

Research Hypothesis Testing

Table 3. Results of Research Hypothesis Testing

Variable relationships	Original sample (O)	T statistics (O/STDEV)	p-values	Information
Employee Engagement(X1) -> Performance (Y)	0.337	3,743	0,000	Significant
Mutation (X2) -> Performance (Y)	0.171	1,995	0.046	Significant
Compensation (X3) -> Performance (Y)	0.216	2,168	0.030	Significant
Motivation (X4) -> Performance (Y)	0.263	2,468	0.014	Significant

Source: Processed Data (2023)

Based on the results of research hypothesis testing contained in Table 3, it can be seen that employee engagement has a direct effect on employee performance, with the beta coefficient value of employee engagement on employee performance of 0.337 and the t-statistic of 3,743 which is greater than 1.96 ($3,743 > 1.96$) with p-value is 0.000 which is smaller than 0.05 ($0.000 < 0.05$).

The mutation variable has a direct effect on employee performance, with the beta coefficient value of mutation on employee performance being 0.171 and the t-statistic being 1.995, which is greater than 1.96 ($1.995 > 1.96$) with a p-value of 0.046 which is smaller than 0.05 ($0.046 < 0.05$).

With a t-statistic of 2.168, which is greater than 1.96 ($2.168 > 1.96$), a p-value of 0.030, which is less than 0.05 ($0.030 < 0.05$), and a beta coefficient value of 0.216 for the compensation variable, it is evident that compensation has a direct impact on employee performance.

With a beta coefficient value of 0.263 and a t-statistic of 2.468, which is higher than 1.96 ($2.468 > 1.96$), as well as a p-value of 0.014, which is less than 0.05 ($0.014 < 0.05$), it is evident that motivation directly affects employee performance.

5. Discussion

Employee Engagement Has a Positive Influence on Employee Performance

It is evident from Table 3's study hypothesis testing results that employee performance is directly impacted by employee engagement. This finding indicates that performance is positively and significantly impacted by employee engagement, which occurs when workers who are highly engaged in their work have a high degree of focus on tasks, and feel happy doing them tend to achieve better work results. High involvement and focus in work have a positive impact on performance. According to Lewiuci & Mustamu (2019) An employee who is very enthusiastic, completely focused, and very serious in carrying out his duties. While working, they feel that time passes so quickly that they find it challenging to leave their jobs. The findings of this study support those of studies by Lubis & Wulandari (2018), Parodya et al. (2022), Dewi et al. (2022), and Ramdan et al. (2022) that found that employee engagement significantly and favorably affects employee performance.

Mutations Affect Employee Performance

It is evident from Table 3's study hypothesis testing results that employee performance is directly impacted by mutations. This discovery demonstrates that mutations significantly and favorably affect performance and it happens because employees who experience transfers tend to face situations where they interact with individuals who have greater authority and duties. Thus, transfers can improve employee performance because they are faced with new challenges and opportunities in their enhanced roles. According to Aditianto et al. (2020), employees who experience transfers will be more motivated in line with their goals and credentials, which will strengthen their dedication to the company. The goal of transfers in businesses is to break up repetitive tasks and provide workers chances to grow. Achieving organizational objectives and expectations also heavily depends on the placement of new hires. The findings of this study support those of Dinsar (2021), Husain (2022), Eraku et al. (2023), and Maisura & Konadi (2023), who found that mutations significantly and favorably affect worker performance.

Compensation Affects Employee Performance

It is evident from Table 3's study hypothesis testing results that employee performance is directly impacted by motivation. This outcome demonstrates that motivation significantly and favorably affects performance. It demonstrates that individuals who actively engage, cooperate, and cultivate a good rapport with their colleagues inside the company typically have greater levels of well-being and greater satisfaction with their work. Apart from that, close relationships between employees also have the potential to improve their performance positively. Therefore, encouraging social interactions and relationships between employees can significantly support increased overall performance in the context of the work environment. According to Mantikei & Syamsudin (2020), every employee, have motivation in doing their jobs, which is crucial since motivation is a

component that shapes human behavior and is intimately linked to the various requirements and preferences of every worker. The findings of this study support those of studies by Kariyamin, Nasir et al. (2020), Noor & Mulyono (2020), and Yasa (2018), which found that motivation has a favorable and noteworthy impact on performance.

6. Conclusion

The findings of this study indicate that motivation, compensation, transfers, and employee engagement significantly influence the performance of employees at KPP Pratama Jakarta Cakung. Enhanced employee engagement fosters enthusiasm, focus, and commitment, which in turn leads to improved performance and superior work outcomes. Likewise, employee transfers positively affect performance by presenting new challenges, responsibilities, and opportunities for career advancement, thus boosting motivation and dedication. Compensation is also essential in shaping employee performance, as adequate financial rewards contribute to job satisfaction and productivity. Furthermore, motivation serves as a critical driver of performance, with highly motivated employees demonstrating greater resilience, enthusiasm, and commitment to achieving organizational objectives.

Research Implications

These results emphasize how management must improve employee engagement through career development, effective communication, and recognition initiatives. For employees to reach their full potential, organized transfer rules should also align with their goals and skill sets. Strategies for competitive pay are crucial to preserving staff motivation and morale.

Recommendations

Based on the research findings, management should enhance employee engagement by implementing regular feedback mechanisms, recognition initiatives, and clear career development pathways to boost performance at KPP Pratama Jakarta Cakung. This approach will ensure positive adaptation and motivation among staff. Transfers should be strategically planned to align with employees' skills and career aspirations. To improve job satisfaction, the organization must offer competitive compensation packages that include performance-based incentives and additional benefits. Furthermore, fostering a positive work environment, promoting teamwork, and providing leadership development opportunities can significantly enhance motivation and dedication. By adopting these strategies, the organization can achieve stability, productivity, and long-term success.

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