

## THE INFLUENCE OF COMPENSATION AND JOB INSECURITY ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION IN A TUTORING INSTITUTION

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### ABSTRACT

The development of the education sector requires tutoring institutions to continuously maintain service quality by enhancing tutor performance. Compensation and job insecurity are two key variables that influence employee performance, especially in organizations that implement contractual employment systems. These factors may also affect employee job satisfaction, which acts as a mediating variable. This study aims to examine the effects of compensation and job insecurity on employee performance through job satisfaction among offline tutors. A quantitative research approach was applied, with data collected from 84 respondents and analyzed using the Partial Least Squares (PLS) method. The results show that compensation has a positive and significant effect on employee performance, both directly and indirectly through job satisfaction. Similarly, job insecurity significantly affects performance, indicating that under certain conditions, job insecurity can act as a motivational driver for improved performance when accompanied by high job satisfaction. This study highlights the importance of effective compensation systems and psychological well-being in improving employee performance in educational institutions.

**Keywords:** Compensation, Employee Performance, Job Insecurity, Job Satisfaction

### 1.0 INTRODUCTION

Employee performance is a crucial component in determining organizational success, especially in labor-intensive service sectors such as education. Performance defined as the quality, quantity, and timeliness of work carried out in accordance with organizational expectations is influenced by various individual and situational factors (Purwanti et al., 2023). In tutoring institutions where many employees work under contractual agreements, performance is often assessed through student evaluations and internal monitoring. However, recent data from one such institution show performance evaluations falling below the target score of 5, indicating suboptimal achievement.

Job satisfaction has consistently been linked to employee performance. According to Mawardi et al. (2024), satisfied employees display greater motivation and better overall performance. High turnover rates in the institution, 25.45% in 2023 and 13.51% in 2024, both exceeding the 10% threshold considered high suggest elevated dissatisfaction among employees. Interviews further revealed that most employees expressed concerns over employment status and career development opportunities, reinforcing the importance of job satisfaction as a driver of performance.

Compensation is one of the primary factors associated with job satisfaction and performance. Defined as financial and non-financial rewards provided in exchange for employee contributions (Aman-Ullah et al., 2023), compensation has been shown to positively influence performance in several studies (Sitopu et al., 2021). However, findings remain inconsistent, with some research showing insignificant direct effects (Salsabila & Lo, 2023). In the current setting, 8 out of 10 interviewed tutors reported dissatisfaction with their compensation, suggesting that compensation may be a central issue affecting performance.

Another factor that may significantly affect performance is job insecurity, defined as the perceived threat of job loss or unfavorable changes in job conditions (Qian et al., 2022). Rapid business model changes due to post-pandemic market shifts in the tutoring sector have contributed to heightened perceptions of job insecurity among tutors, with many expressing fear of losing their jobs. Prior studies suggest that job insecurity harms performance and psychological well-being (Runtu et al., 2023), although some findings indicate that its impact may be more indirect, mediated through job satisfaction (Amin & Pancasasti, 2022).

Given these mixed findings and the practical challenges faced by tutoring institutions, this study aims to examine the influence of compensation and job insecurity on employee performance, with job satisfaction as a mediating variable. The findings are expected to provide theoretical insights into human resource management and practical implications for educational institutions that rely on contract-based employees to ensure service quality.

## 2.0 THEORETICAL REVIEW AND HYPOTHESIS

### 2.1 Expectancy Theory

Expectancy Theory, introduced by Vroom (1964), explains that an individual's motivation is influenced by the belief that effort will lead to improved performance, which will subsequently result in valued rewards. The theory consists of three core components: expectancy (the belief that effort will improve performance), instrumentality (the belief that performance will lead to outcomes), and valence (the value placed on those outcomes) (Watters, 2021). Motivation increases when employees believe that their effort will result in desirable performance, that this performance will be rewarded, and that the rewards are meaningful to them. Consequently, employees are more likely to put forth effort when they expect their performance to lead to valuable outcomes (Oladejo & Adenuga, 2023).

### 2.2 Theory of Needs

McClelland's Theory of Needs identifies three primary drivers of work motivation: the need for achievement, the need for power, and the need for affiliation. Individuals with a high need for achievement are motivated by challenging goals, those with a high need for power seek to influence others, and those with a high need for affiliation value harmonious relationships. These needs develop through experience and influence work behavior and performance. Understanding these motivational differences helps organizations tailor reward systems and task assignments to align with employee needs (McClelland, 1961).

### 2.3 Job Characteristics Model

The Job Characteristics Model, developed by Hackman and Oldham (1976), explains how job design influences employee motivation, satisfaction, and performance. The model identifies five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. Which contribute to three critical psychological states: experienced meaningfulness, experienced responsibility, and knowledge of results. When these psychological states are fulfilled, they lead to positive outcomes such as high intrinsic motivation, strong performance, and increased job satisfaction.

## 2.4 Compensation

Compensation refers to the rewards provided by an organization to employees in return for their contributions (Milkovich & Newman, 2005). It encompasses both direct compensations, such as basic salary, wages, and performance-based incentives and indirect compensation, including benefits like insurance, allowances, and facilities (Firdaus & Oetarjo, 2022). Effective compensation systems serve as a key driver for employee motivation, productivity, and retention (Mulyeni et al., 2023). Compensation policies not only aim to attract and retain quality employees but also ensure fairness and compliance with labor standards (Permana et al., 2021). According to Hariputra et al. (2024), well-designed compensation can prevent risky behavior and support organizational goals, while inadequate compensation may lead to dissatisfaction and negative outcomes like decreased performance or protests (Widodo & Yandi, 2022). Thus, organizations must consider multiple factors, such as government regulations, cost of living, job complexity, and market conditions, when formulating compensation strategies (Firdaus & Oetarjo, 2022).

## 2.5 Job Insecurity

Job insecurity, defined as a perceived threat to the continuity of one's employment, is a subjective experience shaped by individual perceptions and interpretations (Greenhalgh & Rosenblatt, 1984; Hurriyati & Apriyanti, 2022). It can lead to both short-term consequences, such as reduced job satisfaction, work engagement, and trust in leadership and long-term effects, including lower performance and deteriorating mental and physical health (Tjoa et al., 2023). Factors that contribute to job insecurity include employment status, changes in organizational structure, and differences in job stability between private and public sectors (Benu et al., 2021). Job insecurity is particularly prevalent among young workers, those nearing retirement, and employees with limited career advancement opportunities (Nemteanu et al., 2021). While employees may have limited control over organizational changes that trigger job insecurity, they may respond either negatively, such as disengaging or seeking alternative employment or positively by improving their skills and performance as a coping strategy (Benu et al., 2021). Measurement of job insecurity typically includes elements such as job loss insecurity, job changes insecurity, marginalization insecurity, and organizational insecurity (Ramalisa et al., 2020).

## 2.6 Job Satisfaction

Job satisfaction is the positive feeling employees have toward their work, reflecting how well their needs match job demands (Robbins & Judge, 2017; Loan, 2020). It is influenced by personal traits, relationships at work, and job factors, and can range from high satisfaction to

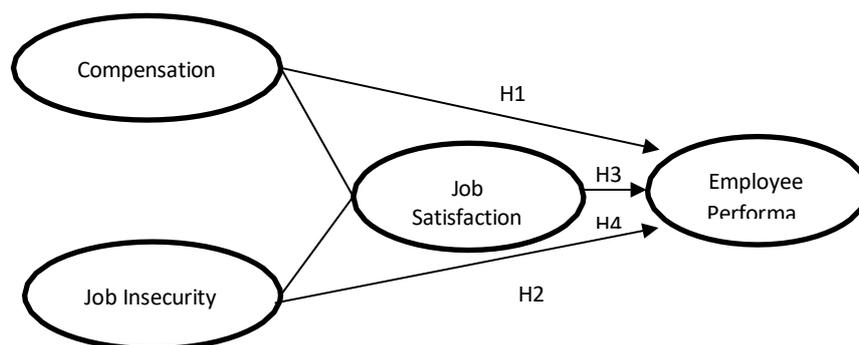
strong dissatisfaction depending on emotional and organizational conditions (Memon et al., 2023; Elshoryi et al., 2021). Key factors include recognition, pay, career growth, leadership, workload, and work environment (Firdaus & Oetarjo, 2022). It is commonly measured through the nature of work, supervision, coworker relationships, promotion opportunities, and salary, affecting both performance and well-being (Spector, 2022; Locke, 1976; Syarweni, 2023).

## 2.7 Employee Performance

Employee performance refers to how well an individual carries out their tasks, duties, and responsibilities within an organization, often evaluated against set targets (Robbins, 2006; Sinurat et al., 2023). It reflects the achievement of organizational goals and effectiveness in implementing programs, policies, or strategic plans (Mahsun in Kogoya & Anwar, 2020). Performance is influenced by an employee's ability, motivation, skills, and attitudes, as well as organizational support and leadership (Mangkunegara in Rosalina & Wati, 2020; Sinurat et al., 2023). It includes dimensions such as task performance, contextual performance, and adaptive performance, and can be assessed through productivity, quality, initiative, adaptability, independence, and cooperation (Firdaus & Oetarji, 2022; Sapitri & Pancasasti, 2021). Evaluation methods include self-appraisal, manager review, team review, and 360-degree feedback (Amri et al., 2023). Overall, employee performance is a key measure of effectiveness, efficiency, and work quality, contributing to organizational success and personal growth.

## 2.8 Conceptual Framework

Based on the literature review and supported by previous research, it is suspected that compensation and job insecurity affect employee performance through job satisfaction, both directly and indirectly. Accordingly, the conceptual framework of the study is formulated as follows (Figure 1):



**Fig. 1. The Constelation of Intervariable Relationship**

## 2.9 Research Hypotheses

**H1:** Compensation has a positive and significant effect on employee performance.

**H2:** Job insecurity has a negative and significant effect on employee performance.

**H3:** Compensation has a positive and significant effect on employee performance through job satisfaction.

**H4:** Job insecurity has a negative and significant effect on employee performance through job satisfaction.

### 3.0 METHOD

This study employed a purposive sampling method, as respondents were required to meet criteria relevant to the research objectives. The sample consisted of offline tutors with sufficient teaching experience, ensuring they could provide accurate information regarding compensation, job insecurity, job satisfaction, and employee performance. The minimum sample size was determined based on Hair et al. (2021), resulting in 84 respondents. Data were collected through structured questionnaires using a survey approach. The relationships among variables were analyzed using Structural Equation Modeling with Partial Least Squares (PLS) version 4.0, which is suitable for examining complex relationships among latent constructs. Hypotheses were tested by evaluating Path Coefficients through convergent validity, discriminant validity, composite reliability, and inner model assessments.

### 4.0 RESULT AND ANALYSIS

#### 4.1 Results

##### 1. Measurement Model (Outer Model)

Based on the Outer Loading results, all indicators in the constructs of Compensation, Job Insecurity, Job Satisfaction, and Employee Performance have loading values above 0.70, ranging from 0.741 to 0.890, indicating that each indicator is able to represent its latent variable well. The reliability of the constructs was also confirmed, as Composite Reliability, rho\_A, and Cronbach's Alpha values for all constructs exceeded the threshold of 0.70, showing that the constructs are consistent and trustworthy.

Convergent validity is supported by AVE values above 0.50, ranging from 0.531 to 0.747, indicating that each construct explains a substantial portion of the variance of its indicators. Discriminant validity is confirmed by both the Fornell-Larcker criterion and the HTMT ratio. According to the Fornell-Larcker criterion, the square root of each construct's AVE is higher than its correlations with other constructs (e.g., Job Insecurity = 0.733, Job Satisfaction = 0.744, Employee Performance = 0.746, Compensation = 0.865), showing that each construct is distinct. The HTMT values are also all below 0.90, with the highest value being 0.890, further indicating that the constructs do not overlap. Therefore, it can be concluded that the measurement model fulfills both convergent and discriminant validity, and all indicators and constructs are reliable and suitable for use in the structural model analysis.

##### 2. Structural Model (Inner Model)

Based on the results of the Inner Model assessment, the R-Square values show that Job Satisfaction (Z) has an R<sup>2</sup> of 0.690, indicating that 69% of its variance can be explained by the independent variables in the model. Meanwhile, Employee Performance (Y) has an R<sup>2</sup> value

of 0.791, meaning that Compensation, Job Insecurity, and Job Satisfaction together explain 79.1% of the variation in employee performance. These values indicate that the model has a strong explanatory power, especially for the Employee Performance variable.

The predictive relevance of the model was evaluated using the Q-Square ( $Q^2$ ) test. Based on the calculation, the  $Q^2$  value obtained is 0.935, which indicates that the model has very high predictive relevance. A  $Q^2$  value greater than zero confirms that the structural model shows that the model can reliably estimate the endogenous variables effectively. Overall, the Inner Model assessment demonstrates that the research model has strong predictive and explanatory capability.

### 3. Test of Hypotheses

Hypothesis testing was conducted to determine both the direct and indirect effects among the research variables. The bootstrapping output used to evaluate these direct and indirect effects based on the Path Coefficients and P- values is presented in Figure 2 below.

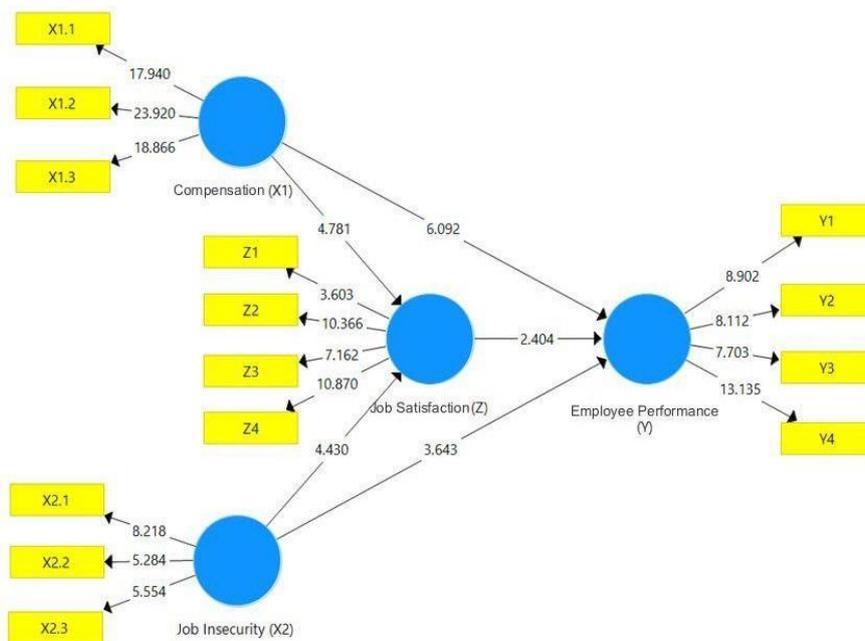


Fig. 2. Output Bootstrapping with P-Value

Table 1. Result of Direct Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Compensation (X1) -> Employee Performance (Y)	0,494	0,493	0,081	6,092	0,000
Job Insecurity (X2) -> Employee Performance (Y)	0,292	0,285	0,080	3,643	0,000

**H1:** Compensation (X1) significantly and positively affects Employee Performance (Y). With a path coefficient of 0.494 and  $P = 0.000$ , better compensation leads to higher employee performance. H1 is accepted.

**H2:** Job Insecurity (X2) significantly and positively affects Employee Performance (Y). The path coefficient is 0.292 with  $P = 0.000$ , meaning job insecurity unexpectedly increases performance. Because the expected direction was negative, H2 is rejected.

**Table 2. Result of Indirect Effect Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Insecurity (X2) -> Job satisfaction (Z) -> Employee performance (Y)	0,117	0,118	0,058	2,009	<b>0,045</b>
Compensation (X1) -> Job satisfaction (Z) -> Employee performance (Y)	0,108	0,108	0,049	2,207	<b>0,028</b>

**H3:** Compensation (X1) shows a significant positive indirect effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.108 and a p-value of 0.028 ( $<0.05$ ). This confirms that Job Satisfaction significantly mediates the relationship between Compensation and Employee Performance. Therefore, H3 is accepted.

**H4:** Job Insecurity (X2) demonstrates a significant positive indirect effect on Employee Performance (Y) through Job Satisfaction (Z), with a path coefficient of 0.117 and a p-value of 0.045 ( $<0.05$ ). This indicates that Job Satisfaction serves as a mediating variable in the relationship between Job Insecurity and Employee Performance. However, due to the unsupported theoretical direction, H4 is rejected.

## 5.0 DISCUSSION

### 5.1 The Influence of Compensation on Employee Performance

The results show that compensation has a positive and significant effect on employee performance. This finding aligns with Vroom's Expectancy Theory, which states that employees are more motivated when they believe their effort will lead to valuable rewards. In the tutoring institution, the compensation system consisting of wages, incentives, and facilities effectively supports higher performance, with incentives emerging as the strongest indicator. Better incentives encourage tutors to improve their lesson preparation, use more creative teaching methods, and maintain strong relationships with students and parents.

The effect of compensation also differs based on employee characteristics. Younger tutors tend to view compensation as their primary motivator, while tutors with longer tenure see it as recognition for their contribution and loyalty. This suggests that compensation plays a strategic role both in motivating employees and in retaining high-performing tutors. Overall, the findings support Dessler (2020), who states that compensation functions not only as a reward for employee contribution but also as a strategic tool to motivate and retain quality workers.

The results are consistent with previous studies by Sitopu et al. (2021), Mantra and Rini (2023), Mulyeni et al. (2023), Saban et al. (2020), and Pratama and Irbayuni (2024), all of which found that compensation positively and significantly influences employee performance.

## 5.2 The Influence of Job Insecurity on Employee Performance

The initial hypothesis proposed that job insecurity would negatively affect employee performance. However, the findings show that job insecurity has a positive and significant effect. This suggests that when tutors feel their job position is uncertain, they become more motivated to improve their performance in order to secure their role. The highest factor loading was found in the organizational insecurity indicator, indicating that job insecurity is primarily influenced by management policies such as teaching schedule arrangements and performance-based evaluations. In the tutoring institution, tutors especially those on contract status may face consequences such as reduced teaching hours or contract termination for poor performance. As a result, job insecurity acts as an adaptive motivator, encouraging tutors to be more disciplined, improve lesson quality, and demonstrate higher responsibility.

These results align with the characteristics of the respondents mostly young tutors aged 20–30 years with short work tenure who generally have strong achievement motivation. Generation Z, in particular tends to respond to workplace pressure by increasing productivity when they perceive opportunities for recognition or contract extension (Elnardy et al., 2025). This finding differs from several previous studies showing a negative effect of job insecurity on performance due to stress and reduced well-being (Runtu et al., 2023; Antari, 2021; Neysyah et al., 2023). However, it supports other studies that found a positive effect, where job insecurity can push employees to work harder as a form of self-preservation (Aritonang & Hermaningsih, 2020; Kinanti et al., 2020). According to Expectancy Theory (Vroom, 1964), employees will increase effort when they believe that better performance leads to valuable outcomes. In this context, job insecurity becomes a driver for tutors to maintain high performance and demonstrate their value to the tutoring institution.

## 5.3 The Influence of Compensation on Employee Performance Through Job Satisfaction

The findings show that compensation has a positive and significant indirect effect on employee performance through job satisfaction. This means that when employees receive fair and adequate compensation, such as wages, incentives, and allowances their job satisfaction improves, which in turn enhances their performance. This result aligns with Vroom's Expectancy Theory, which states that employees are motivated when they believe their effort will produce good performance and lead to desirable rewards. In this study, the work itself indicator shows the highest loading factor, indicating that enjoyment and interest in the job play a major role in shaping job satisfaction. When compensation meets expectations and is perceived as fair, tutors are more likely to enjoy their teaching tasks, feel appreciated, and ultimately perform better.

In the tutoring institution, tutors receive compensation that aligns with their workload, responsibilities, and teaching complexity. When they feel that the compensation received is proportional to the effort they put in, their satisfaction with the job increases. Combined with the intrinsic joy of teaching such as passion for education and seeing students' progress this

satisfaction encourages tutors to prepare lessons more thoroughly, maintain punctuality, and sustain teaching quality. These findings support previous studies showing that job satisfaction significantly influences performance and can emerge from equitable compensation (Noorrena & Baehaqi, 2021; Budiono, 2022; Dewi et al., 2022; Oktavia et al., 2020). This also reinforces Dessler's (2020) view that compensation is a key human resource instrument that affects performance through job satisfaction. Overall, compensation serves as a motivational tool that indirectly boosts employee performance by enhancing job satisfaction, leading tutors to be more enthusiastic, loyal, and committed to improving their work quality.

## 5.4 The Influence of Job Insecurity on Employee Performance through Job Satisfaction

The findings indicate that Job Insecurity has a significant and positive effect on Employee Performance through Job Satisfaction. This means that even when tutors experience uncertainty regarding job continuity, their performance can still improve as long as they remain satisfied with their work. The strongest contributor to job satisfaction is the work itself, demonstrating that enjoyment and meaningfulness of the teaching role can buffer the negative psychological impact of job insecurity. This aligns with the Job Characteristics Model (Hackman & Oldham; see Manurung, 2022), where meaningful work, responsibility, and knowledge of results strengthen intrinsic motivation and maintain performance despite instability. Tutors in the tutoring institution continue to perform well because they perceive teaching as meaningful, feel responsible for student outcomes, and experience direct feedback through student progress.

Demographic factors strengthen this dynamic. Most tutors are young adults, many of whom are unmarried, which may increase their motivation to develop skills and maintain high performance despite job insecurity. Meanwhile, tutors who are married may perceive job insecurity as pressure to meet financial responsibilities, which can further intensify effort (Riania & Nisa, 2022). This pattern is also supported by McClelland's Theory of Needs, where job insecurity may activate the need for achievement, encouraging tutors to work harder (McClelland, 1961; Robbins & Judge, 2019). While previous studies such as Amin & Pancasasti (2022) found that job insecurity decreases performance, this study shows the opposite: for tutors, uncertainty acts as positive pressure that enhances satisfaction and performance. These results are consistent with Kuncoro & Ferine (2024), confirming that job insecurity can lead to higher performance when mediated by job satisfaction.

## 6.0 CONCLUSION AND RECOMMENDATIONS

### 6.1 Conclusion

Based on the hypothesis testing and the research objectives, several conclusions can be drawn:

1. Compensation positively contributes to Employee Performance. Higher levels of compensation lead to improved employee performance.
2. Job Insecurity contributes to Employee Performance. The presence of job insecurity encourages employees to enhance their performance in an effort to maintain their positions.

3. Job Satisfaction mediates the relationship between Compensation and Employee Performance. Adequate compensation increases job satisfaction, which subsequently strengthens employee performance.
4. Job Satisfaction mediates the relationship between Job Insecurity and Employee Performance. Although employees may experience job insecurity, sustained job satisfaction helps minimize its negative impact and supports improved performance.

## 6.2 Recommendations

Based on the study's findings, it is recommended that companies implement compensation systems that consider employees' length of service to recognize experience and dedication, while also motivating newer employees. Companies should provide clear career paths, transparent workloads and teaching schedules, and objective performance evaluations to enhance job security. Improving job satisfaction through appreciation, supportive work relationships, and opportunities for self-development can further motivate employees and boost performance. For future research, examining respondent characteristics such as age, gender, employment status, length of service, and education level, as well as generational differences, can provide deeper insights into how employees perceive compensation, job satisfaction, and performance.

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