

Analysis of Job Insecurity, Compensation and Covid Health Protocols Effects on Employee Performance with Work Motivation as a Mediation Variable on Employees of PT Pangung Jaya Indah

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Abstract

This study aims to determine and analyze the effect of job insecurity, compensation and COVID-19 health protocols on employee performance with work motivation as a mediating variable for PT Pangung Jaya Indah employees. Quantitative research method with an associative approach was used as research method. All of permanent employees of PT Pangung Jaya Indah were used as a population. Based on the structural equation modeling or SEM model, this research sample was using 235 permanent employees with a sampling technique using purposive sampling. The research data was collected through the dissemination of questionnaires. The analytical techniques using Partial Least Square or PLS. The results showed that job insecurity has negative and significant effect on work motivation and employee performance. Otherwise, Covid-19 health protocols and compensation have positive and significant impact on work motivation and employee performance.

Keywords: job insecurity, compensation, Covid-19 health protocol, work motivation, employee performance.

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BACKGROUND

On December 2019, Covid-19 first infected a residents of Wuhan, a city in China and it spread widely with 72,436 cases and 1868 deaths in February 2020 (Yang, 2020). In the following months it was reported that Covid-19 infected 25 countries outside China with a total of 25 countries, including Indonesia. Covid-19 cases are growing and spreading outside Wuhan and other countries very fast. On January 30, 2020 World Health Organization (WHO) as the Public Health Emergency of International Concern (PHEIC). The Covid-19 pandemic has caused the economy in general to decline. Many companies are closing due to declining business income. This phenomenon makes many employees feel insecure about the future of their current job status. Employee compensation has also been cut or reduced so that the company still able to survive the crisis due to Covid-19 and remain efficient at work. The Indonesian government does in wrong way to contain

the spread of the Covid-19 virus, by using the enactment of health protocols that applied to every physical activity of the community including in office or workplace. This enactment raises pros and cons, one of the cons are; the validity of using mask at work it considered as a violation of employee's rights to breathing fresh air and it also considered as a nuisance with the effectiveness of employees. In the end, job insecurity, income and health protocols are suspected to have an effect on employee performance which the overall variable is mediated by motivation in an employee. This means that work motivation can have an effect both directly and indirectly on the formation of employee performance.

In order to find out the high performance of employees, a survey of predecessors was conducted at PT Pangung Jaya Indah, on 15 employees presented in the following table:

Table 1: Survey of Employee Performance

No	Items of Questions	Response		Sum
		Yes	Not	
1	I can complete work tasks according to the company's target	11 (73%)	4 (27%)	15 (100%)
2	I have a high level of thoroughness in getting the job done.	8 (53%)	7 (47%)	15 (100%)
3	I can achieve the results of the work in accordance with the company's targets	9 (60%)	6 (40%)	15 (100%)
4	I have the talent and ability to suit my field.	8 (53%)	7 (47%)	15 (100%)
5	I have a high degree of caution in carrying out the work.	10 (67%)	5 (33%)	15 (100%)
6	I can work with my co-workers.	8 (53%)	7 (47%)	15 (100%)
7	I feel uncomfortable with the health protocols at work.	9 (60%)	6 (40%)	15 (100%)
8	I felt worried while working during the Covid-19 pandemic	8 (53%)	7 (47%)	15 (100%)
9	I feel threatened at all times at work in connection with the Covid-19 pandemic.	10 (67%)	5 (33%)	15 (100%)
10	I feel that employment income decreased with company policy during the Covid-19 pandemic.	8 (53%)	7 (47%)	15 (100%)
11	I feel my living needs have been poorly met since the Covid-19 pandemic.	8 (53%)	7 (47%)	15 (100%)
12	I feel the motivation of work decreases with the implementation of health protocols.	9 (60%)	6 (40%)	15 (100%)
13	I felt unable to achieve my work performance during the Covid-19 pandemic.	10 (67%)	5 (33%)	15 (100%)

Based on the results of the preliminary survey, it showed that the performance of employees at PT Panggung Jaya Indah is less optimal, and according from Table 1 it can indicate that the level of employee performance is still less than optimal and need to be improved. The level of job insecurity is still high and the complement is also low so the work motivation is decreasing. Employee performance in this study can be influenced by work motivation. Work motivation can be explained as the ability of individuals to expend high energy when they strive for organizational goals to be achieved (Robbins & Judge, 2015). Motivation relates to the internal and external of the company that deals with unique thoughts, feelings and past experiences. Motivation can also be explained as a driver for each individual to do something based on their intentions. In satisfying their will, motivated individuals will do something based on positive choices. Conversely, employee performance will fall if employees do not have high motivation because they do not have the drive to do their job.

In this study work motivation and performance can be affected by job insecurity. Job insecurity or job insecurity is an employee's fear of various threats in their scope of work such as job loss or demotion. This is related to decreased well-being from a psychological point of view and low job satisfaction (Rowntree, 2005; Rochma et al., 2021). Job insecurity can reduce

employee work motivation so that it can ultimately decrease the performance of the employee. Employee performance can be influenced not only by motivation but also from other factor i.e. compensation. Compensation is all income that employees receive in return for compensation from the company in the form of currency or various goods, and directly or indirectly (Hasibuan, 2016). Organizations or companies generally provide compensation or providing attractive compensation for employees to retain qualified employees. The compensation provides support for employees while doing their work which means it will increase work motivation and employee's performance. Motivated employees in work can also encourage increased employee performance seen from work performance achieved in accordance with the company's achievement targets or even passing predefined targets.

The Covid-19 health protocol is another factor that has an effect on high morale and employee performance. The Covid-19 health protocol is an effort by the government in preventing and spreading Corona Virus Disease 2019 (COVID-19). People are always social activities and do various activities to support their needs, and this is done in public places and facilities. Therefore, public places and facilities become a source of movement of people and community gatherings that raise great potential in the transmission of COVID-19.

The Covid-19 health protocol imposed on companies can interfere with employee activity at work and most employees also feel misgivings at work even though they have used health protocols, so this can make work motivation decrease and on employee performance will also decrease over time (Yang, 2020).

LIBRARY REVIEW

Employee Performance

Performance is the achievement of a particular task measured based on the completeness, standards of accuracy, cost, and speed that have been formulated before. In a work environment, performance is considered as fulfilling obligations that relieve the perpetrator from all obligations (Daniel, 2019). Employee performance is the ability of employees to perform a skill in work. Employee performance is important and very necessary because with performance, the extent of employee's ability to carry out tasks can be known (Sinambela, 2021). Performance is a result of work that can be achieved by employees in performing their duties in quantity or quality according to the responsibilities charged (Mangkunegara, 2009). Performance improvement plans need to be created if employee performance does not meet standards. Physical ability is not the only thing that is assessed when assessing an employee's performance, but all employee performance activities. It concerns various things such as discipline, crafts, work relationships, work skills or other special things in accordance with the level of work and field (Siswanto & Hamid, 2017).

The process by which a person's performance is measured and evaluated is referred to as performance assessment. With performance assessments, questions such as how workers do their work over a period of time will be answered (Bacal, 2012; Nursudi & Setiawan, 2019). Performance assessment is defined by Wibowo (2016) as a process of assessing the level of work or tasks that have been carried out by employees over a period of time. Performance as an activity carried out by a manager in evaluating or assessing the behavior and work performance of employees who serve as a basis to establish further wisdom (Hasibuan, 2016). Performance appraisals usually focus on the quality and quantity of work employees produce and that performance assessment includes several things such as quantity and quality of results, the position he holds, the time used, his safety and absence in carrying out duties (Alhadid & Abu-Rumman, 2014).

Motivation

Motivation is a process of giving drivers (motives) to subordinates so that subordinates want to work efficiently and vigorously so that organizational goals are achieved (Suwatno, 2011; Zenah, 2014). Furthermore, motivation as a condition or energy in individuals that mobilizes and directs them to achieve organizational goals (Mangkunegara, 2009). Other, motivation as the availability and ability of an

individual to expend maximum energy in efforts to achieve organizational goals. There are three key elements in motivation: the needs, efforts and goals of the organization. Effort is a measure of the intensity of an individual, meaning that a motivated person will try higher and as hard as they can to achieve the goal. However, high efforts do not necessarily process high performance results as well. Therefore, the intensity and quality of such efforts are necessary to be focused on the organization's goals (Robbins & Judge, 2015).

In providing motivation to its employees, the company must be able to meet several goals. The purpose of giving work motivation is various important things such as: 1) maintaining stability and loyalty, 2) improving discipline, 3) improving job satisfaction and morale, 4) increasing work productivity, 5) increasing participation and creativity levels, 6) advancing welfare, 7) increasing the level of responsibility, 8) advancing the efficiency of the use of work tools and raw materials, 9) increasing the effectiveness of employee procurement, 10) Maintain a comfortable working atmosphere and close working relationships, 11) raise loyalty levels (Hasibuan, 2016).

Job Insecurity

Job insecurity or job insecurity can have a negative effect on conditions, both non-psychological and psychological employees. Decreased creativity, feelings of guilt and gloom, decreased commitment, worry and anger are negative impacts of psychological aspects generated by job insecurity (Kadek & Iwayan, 2016). According to De Cuyper *et al.*, (2019) jobs that are temporary or mandated contract work often cause worry over insecurity in work. The increasing number of job models that have short contract periods can lead to an increasing number of employees experiencing job insecurity (De Cuyper *et al.*, 2019). Greenhalgh & Rosenblatt (2010) describe job insecurity as a feeling of loss of power or helplessness to maintain the desired state in a work condition or situation (Greenhalgh & Rosenblatt, 2010). Job insecurity is not only triggered by the threat of job loss, but also the loss of the job dimension. Nopiando (2012) defines job insecurity as the onset of worry or fear in subjective perceptions related to the possibility of job loss in the present (Nopiando, 2012). Furthermore, job insecurity describes the situation of employees who always feel threatened by their work and a sense of helplessness doing work in terms of everything.

Compensation

Hasibuan (2016) provides the notion of compensation as all income that employees receive in return in the form of money or goods and directly or indirectly for the services they provide to the company (Hasibuan, 2016). While Handoko (2016) describes compensation as any kind of reward received by employees as a form of corporate services for their work (Handoko, 2016). Samsudin (2013) states that

compensation is a compensation from companies in the form of money or in the form of awards. The provision of compensation as a whole indicates an employment relationship in the form of various outcomes that include benefits, services and financial payments earned or received by the person for the work to be done or that has been done (Samsudin, 2013).

According to Luthans (2009) compensation is a term that is closely related to financial replies given to people who have their relationships in organizations or companies (Luthans, 2009). Therefore, compensation is a systematic approach that can be money distributed to employees in return for all the work they do. Although with compensation, companies can keep employees from going out and working, improving their performance and job satisfaction. Compensation can be made in various types such as; salaries and incentives that are in the category of direct financial compensation; health insurance, payments and wages at non-employment in the indirect financial compensation class, as well as the opportunity for promotion in the non-financial compensation category (Simamora, 2014).

Covid-19 Health Protocol

As in the Kesatu Dictum, the Covid-19 Health Protocol is a health protocol for the public in activities in public facilities as a prevention of transmission and spread of Covid-19. It is used as an idea for all government institutions throughout Indonesia and also all public facilities and users of the place, as well as

other components. In preventing the occurrence of new epicenters or clusters during the Covid-19 pandemic, supervision of public facilities and activities in place that includes covering several things such as policy regulation, business/ activity determination, business activity management, and all community activities (Kemenkes RI, 2020).

The scope of public facility health protocols in preventing and controlling Covid-19 covers various aspects such as the health of each individual and the protection of overall public health. To implement health protocols, of course, must also involve relevant interested parties such as law enforcement officials who carry out surveillance and enforcement duties. It also requires cooperation from facility users, facility managers, activity organizers, and those in charge of facilities. As for the things that must be considered in applying health protocols in public places, namely the location of activities, the length of activities, the type and characteristics of activities, the magnitude of activities, vulnerable groups affected by disease, the number of people in activities and so on. In following the protocol for the prevention and spread of Covid-19 in each individual can be done by taking actions in accordance with the principles and protocols that are stated. This is to use a mask as personal protective equipment, wash your hands regularly using soap, keep distance from each other, and increase endurance.

Framework of Thought

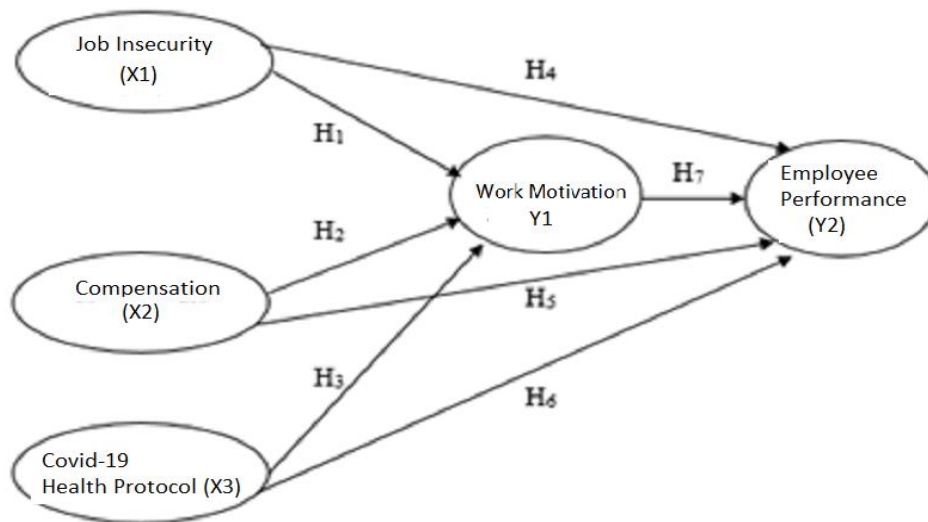


Figure 1: Conceptual Framework

Research Hypothesis

The hypothesis is an initial conjecture for a while that still requires further research to prove it. The research hypothesis is:

- H1 Job insecurity allegedly affects work motivation at PT Panggung Jaya Indah.
- H2 Compensation allegedly affects work motivation at PT Panggung Jaya Indah.

- H3 The Covid-19 health protocol is allegedly to affect work motivation at PT Panggung Jaya Indah.
- H4 Job insecurity allegedly affects employee performance at PT Panggung Jaya Indah.
- H5 Compensation allegedly affects employee performance at PT Panggung Jaya Indah.
- H6 The Covid-19 health protocol is allegedly to affect employee performance at PT Panggung Jaya

Indah.

H7 Work motivation allegedly affects employee performance at PT Panggung Jaya Indah.

RESEARCH METHODS

Quantitative methods with associative approaches are the methods used in this study. The population in this study is all employees at PT Panggung Jaya Indah. In Pekalongan. Based on the structural equation modeling (SEM) model, 235 samples were taken. The research data was collected through the dissemination of questionnaires. Questionnaires are distributed to permanent employees at PT Panggung Jaya Indah. Analytical techniques are carried out using Partial Least Square (PLS) and smartPLS 3.0 as programs or software to test various hypotheses displayed earlier.

RESULTS AND DISCUSSIONS

Outer Model Evaluation

The outer model evaluation consists of construct validity testing which includes convergent validity and discriminated validity, as well as construct reliability testing. Validity testing aims to measure what should be measured and know the capabilities of the instrument. Meanwhile, in reliability testing aims to measure a concept by measuring the consistency of measuring instruments.

Convergent Validity

Convergent validity testing is done using the results of outer loading / loading factor. Indicators that meet convergent validity or are expressed to be in the good category must have an outer loading value of > 0.7.

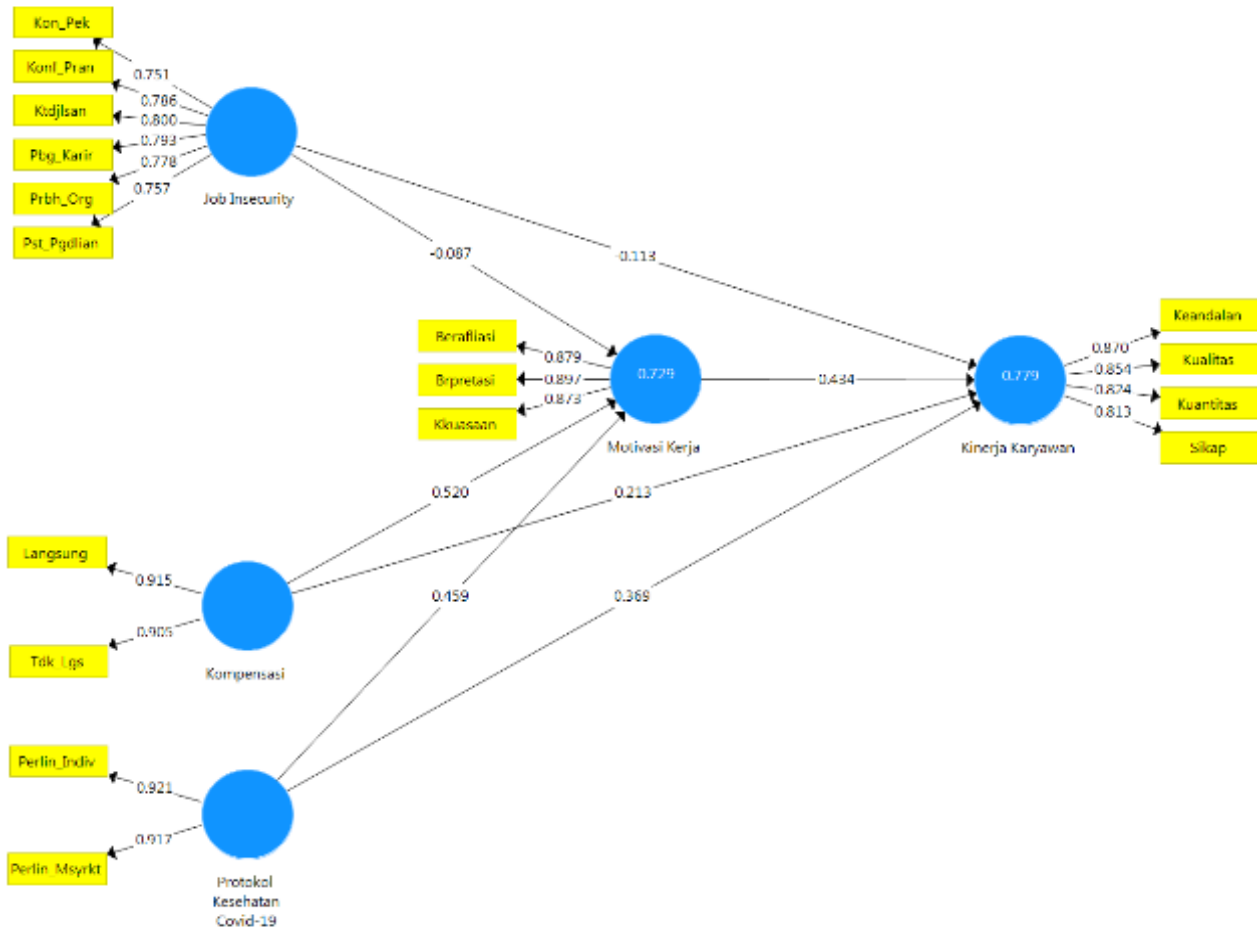


Figure 2: Outer Model

The table below is a measure of the outer loading values on each indicator:

Table 2: Outer Loading

Variables	Indicators	Outer Loading	Reliability
Job insecurity (X1)	Working conditions	0,751	Reliable
	Career development	0,793	Reliable
	Role conflict	0,786	Reliable
	Unclear role	0,800	Reliable
	Organizational change	0,778	Reliable
	Control center	0,757	Reliable
Compensation (X2)	Direct	0,915	Reliable
	Indirect	0,905	Reliable
Covid-19 Health Protocol (X3)	Protection of individual health	0,921	Reliable
	Community protection	0,917	Reliable
Work motivation (Y1)	Achievement needs	0,897	Reliable
	Affiliated needs	0,879	Reliable
	Need for power	0,873	Reliable
Employee performance (Y2)	Quality of work	0,854	Reliable
	Quantity of Work	0,824	Reliable
	Reliability	0,870	Reliable
	Attitude	0,813	Reliable

Output SmartPLS, 2021

It is seen in Table 2 that each indicator in each research variable has an outer loading value above 0.6. The results prove that the value of outer loading qualifies convergent validity, where the outer loading value is between 0,5 – 0,6 (Imam, 2014). It can be concluded that each indicator is declared valid or worthy to be used as research as well as for further analysis.

The display of the outer model scheme in figure 2 shows that the path coefficient value in the dominant path coefficient is in the compensation variable to work motivation of 0,520. Furthermore, the coefficient of the second path is shown in the Covid-19 health protocol variable against work motivation of 0,459. While the smallest value is in the variable job insecurity to work motivation of -0,087.

Discriminant Validity

Discriminant validity testing is based on the average variant extracted (AVE) value, which must be > 0.5 for each variable as a good model requirement. The results of discriminant validity testing can be seen below:

Table 3: Average Variant Extracted (AVE)

Variables	AVE	Validity
Job insecurity	0.605	Valid
Compensation	0.828	Valid
Work Motivation	0.780	Valid
Employee Performance	0.707	Valid

Output SmartPLS, 2021

Table 3 shows the AVE values of job insecurity variables, compensation, job motivation and employee performance > 0.5. So it can be stated that each variable has qualified as a good discriminant validity.

Composite Reliability

The reliability value of each indicator in a variable is tested using Composite Reliability. In qualifying for testing, each variable must have a composite reliability worth > 0.6. The following table displays the composite reliability results of each variable:

Table 4: Composite Reliability

Variables	Composite Reliability	Reliability
Job insecurity	0.902	Reliable
Compensation	0.906	Reliable
Work Motivation	0.914	Reliable
Employee Performance	0.906	Reliable

Output SmartPLS, 2021

Table 4 shows that all composite reliability values of research variables are ≥ 0.7. This means that the overall variable is reliable with a high level because it has met the composite reliability.

Cronbach Alpha

Cronbach alpha is used to strengthen previous rehabilitation advocates. The qualified and qualified variable cronbach alpha must bears the value cronbach

alpha > 0.75 The table below is a measure of the cronbach alpha value of each variable:

Table 5: Cronbach Alpha

Variables	Cronbach Alpha	Reliability
Job insecurity	0.869	Reliable
Compensation	0.793	Reliable
Work Motivation	0.859	Reliable
Employee Performance	0.861	Reliable

Output SmartPLS, 2021

Table 5 shows the cronbach alpha data output of each research variable is ≥ 0.7 . In other words, every variable in the study has met the requirements of cronbach alpha values, meaning that the entire variable has a high level of reliability.

Evaluation of Inner Model

The inner model (structural model) tested includes r-square output, parameter coefficient and t-

statistics used to test hypotheses. The acceptance or rejection of a hypothesis can be traced to the signification values between contract, t-statistics, and p-values. The proof can be seen in the bootstrapping results. T-statistics >1.96 with a significance p-value of 0.05 (5%) and a positive beta coefficient are the Rules of thumb used in this study. The results of the strapping boot research model are illustrated through the inner model below:

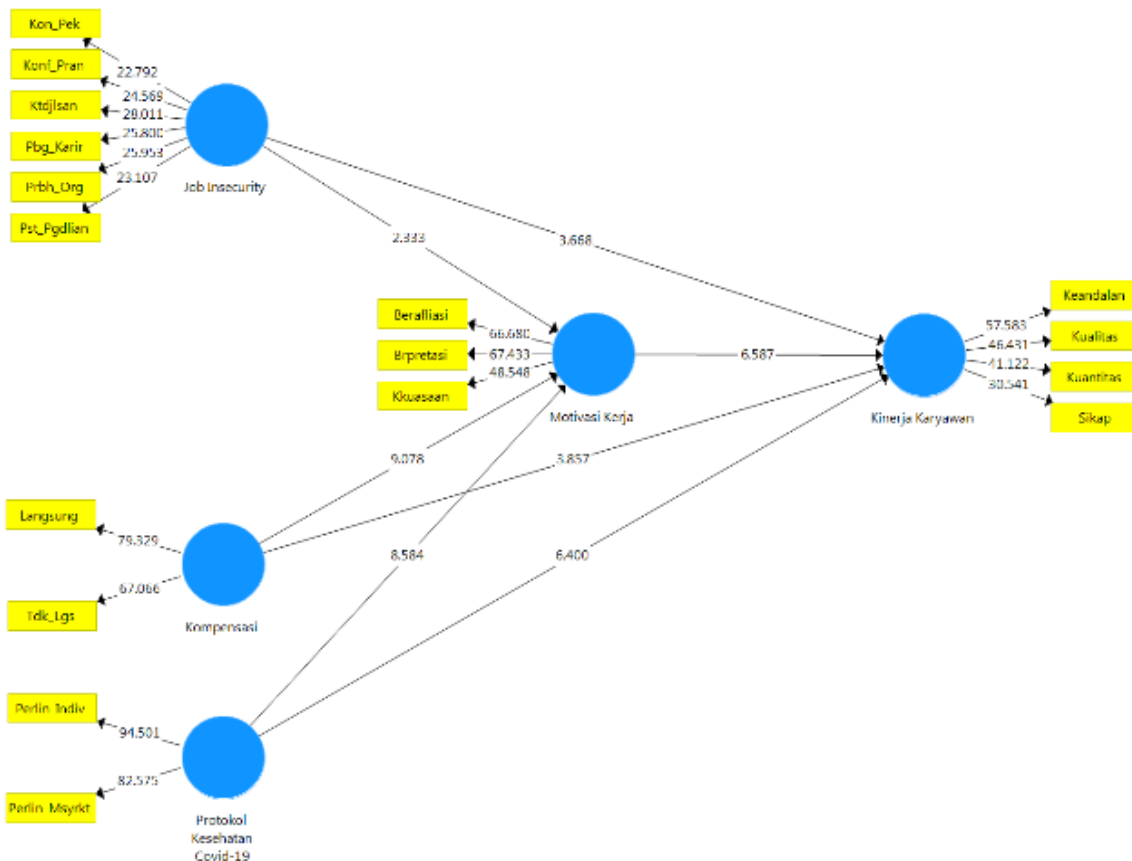


Figure 3: Inner Model

Path Coefficient Test

Path coefficient testing aims to tell the magnitude of the effect or effect of independent variables on their dependent variables. Next, coefficient determination (R-Square) is used to determine how much endogenous variables are affected by other variables.

Figure 3 The above shows the inner model scheme that explains that the largest t-statistical value is shown on the effect of compensation on work motivation of 9,078. Furthermore, the second largest effect was on the effect of the Covid-19 health protocol on work motivation by 8,584. While the smallest effect was on the job insecurity variable on work motivation by 2,333.

The results of the description above show that the free variables in this research model bear a path coefficient value with numbers that are negative and positive to work motivation. This means that if the path coefficient value is greater in the negative number in one of the variables independent of the work motivation variable, the effect between independent variables on the work motivation variable is getting weaker. Conversely, in positive numbers, the greater the path coefficient value on one of the variables independent of the work motivation variable, then the effect between independent variables on the work motivation variable is stronger as well.

The independent variable to employee performance in this model also bears a path coefficient value with negative and positive numbers. This means that if the path coefficient value is greater in the negative number in one of the independent variables to the employee performance variable, then the effect between independent variables on the employee's performance variables is getting weaker. Conversely, in positive numbers, the path coefficient value is greater in one of the independent variables to the employee performance variable, then the effect between

independent variables on the employee's performance variables is stronger.

Goodness of Fit Test

Table 6: R-Square Values

Variables	R Square Values
Work Motivation	0,729
Employee Performance	0,779

Output SmartPLS, 2021

Table 6 shows the R-Square value of the work motivation variable of 0.729. The value explains that work motivation can be effected by job insecurity variables, compensation and Covid-19 health protocols by 72.9%, while the remaining 27.1% can be affected by other variables that are not studied. Then for employee performance variables have an R-Square value of 0.779. The value explains that employee performance can be affected by job insecurity variables, compensation, Covid-19 health protocols and work motivation by 77.9% while the remaining 22.1% can be affected by other variables that are not studied, such as discipline, career development, organizational culture and others.

Hypothesis Test

Table 7: Direct Effect

Hypothesis	Effects	Original Sample	T-Statistics	P-Values	Results
H1	<i>Job insecurity</i> => Work Motivation	-0,087	2,333	0,020	Accepted
H2	Compensation => Work Motivation	0,520	9,078	0,000	Accepted
H3	Covid 19 Health Protocol => Work Motivation	0,459	8,584	0,000	Accepted
H4	<i>Job insecurity</i> => Employee Performance	-0,113	3,668	0,000	Accepted
H5	Compensation => Employee Performance	0,213	3,857	0,003	Accepted
H6	Covid 19 Health Protocol => Employee Performance	0,369	6,400	0,000	Accepted
H7	Work Motivation => Employee Performance	0,375	5,786	0,000	Accepted

Output SmartPLS, 2021

Table 7 describes the results of job insecurity variables negatively and significantly affect work motivation with a value of 2,333 > 1.96. The compensation variable had a positive and significant effect on work motivation with a value of 9,078 > 1.96. The Covid-19 health protocol variable had a positive and significant effect on work motivation with a value of 8,584 > 1.96. The job insecurity variable negatively and significantly affects employee performance with a value of 3,668 > 1.96. The compensation variable had a positive and significant effect on employee performance with a value of 3,857 > 1.96. The Covid-19 health protocol variable had a positive and significant effect on employee performance with a value of 6,400 > 1.96. Work motivation variables have a positive and significant effect on employee performance by a value of 5,786 > 1.96. Positive and negative effects can be seen in the original sample value.

DISCUSSION OF RESEARCH RESULTS

Effect of Job Insecurity on Work Motivation

The results of the analysis showed a t-value of -2,333 > 1.96. In other words, job insecurity has a significant and negative effect on work motivation. This means that if the job insecurity increases then work motivation decreases, conversely if the job insecurity decreases then work motivation increases. The path coefficient of 0.087 means that job insecurity contributes 8.7% to work motivation, and the remaining 91.3% is another factor that is not studied.

Job insecurity or job insecurity can be explained as a condition of a person's fear of various threats to the environment such as job loss or demotion that results in a decrease in psychological well-being and decreased job satisfaction (Rowntree, 2005; Rochma *et al.*, 2021). The results of the above research

and discussion have similarities with the findings of the research of Nikmah & Nugroho (2019) and Shin *et al.*, (2019), where their results prove that job insecurity has a negative effect on work motivation (Nikmah & Nugroho, 2019), (Shin *et al.*, 2019).

Effect of Compensation on Work Motivation

The results of the analysis showed a t-value of $9,078 > 1.96$. In other words, compensation has a significant and positive effect on work motivation. This means that if the compensation provided is better than the employee's work motivation increases. Conversely, work motivation will decrease if compensation decreases. Obtaining a pathway coefficient of 0.520 means that compensation contributes 52% to work motivation, and the remaining 48% is another factor that is not studied.

Compensation is any kind of income that employees earn in return for services that the company provides in the form of currency or various goods, and directly or indirectly (Hasibuan, 2016). The results of the above research and discussion also have similarities with the findings of Naidu & Satyanarayana (2018) and Candradewi & Dewi (2019), where their results prove that compensation has a significant effect on work motivation (Naidu & Satyanarayana, 2018), (Candradewi & Dewi, 2019).

Effect of Covid-19 Health Protocol on Work Motivation

The results of the analysis showed a t-value of $8,584 > 1.96$. In other words, the Covid-19 health protocol has a significant and positive effect on work motivation. This means that if the Covid-19 health protocol is better implemented, employee work motivation increases. Likewise, if the less good the Covid-19 health protocol is implemented, the motivation for work decreases. The pathway coefficient of 0.459 is derived, meaning that the Covid-19 health protocol contributes 45.9% to work motivation, and the remaining 54.1% is another factor that was not studied.

The Covid-19 health protocol imposed on companies can interfere with employee activities at work and most employees also feel misgivings at work even though they already use health protocols, so this can reduce work motivation and employee performance will also decrease over time. The results of the above research and discussion also have similarities with the findings of the study Alim *et al.*, (2021) dan Meilina & Sardanto (2020) which states that the Covid-19 health protocol has an effect on work motivation (Alim *et al.*, 2021), (Meilina & Sardanto, 2020).

Effect of Job Insecurity on Employee Performance

The results of the analysis showed a t-value of $-3,668 > 1.96$. This means that job insecurity has a significant and negative effect on employee performance. This means that if the job insecurity

increases, employee performance decreases, conversely if the job insecurity decreases, employee performance increases. Obtained a track coefficient of 0.113, the art of job insecurity contributed 11.3% to employee performance, and the remaining 88.7% was another factor that was not studied.

Job insecurity can be interpreted as a person's sense of incompetence or loss of power for oneself to survive the desire for sustainability in the threat of their work conditions / situations (Greenhalgh & Rosenblatt, 2010). The high state of job insecurity in employees will make employee work motivation down. Conversely, a low insecurity job can increase work motivation. The results of the above research and discussion also have similarities with the findings of previous research Nart & Batur (2017) and Tufail *et al.*, (2018) research where their results prove that job insecurity negatively affects employee performance (Nart & Batur, 2017), (Tufail *et al.*, 2018).

Effect of Compensation on Employee Performance

The results of the analysis showed a t-value of $3,857 > 1.96$. In other words, compensation has a significant and positive effect on employee performance. This means that the better the compensation provided, the better the employee's performance increases. If compensation given to employees decreases, employee performance also decreases. The track coefficient of 0.213 is derived, meaning compensation contributes 21.3% to employee performance, the remaining 78.7% is another factor that was not studied.

Compensation provided by the company in accordance with the laws and regulations and even more attractive can make an employee feel excited, more comfortable and safe at work because his needs and welfare feel guaranteed and fulfilled. This good compensation can increase the motivation and motivation of employees in working so that this can also improve employee performance in view of work performance achieved in accordance with company targets and even pass predefined targets. The results of the above research and discussion also have similarities with the findings from Candradewi & Dewi (2019) and Reddy (2020) research where their results prove that compensation has a significant effect on employee performance (Candradewi & Dewi, 2019), (Reddy, 2020).

Effect of Covid-19 Health Protocol on Employee Performance

The results of the study analysis showed a t-value of $6,400 > 1.96$. In other words, the Covid-19 health protocol has a significant and positive effect on employee performance. This means that the better the Covid-19 health protocol is implemented, the improved employee performance. Also, if the less good the Covid-19 health protocol is implemented then employee

performance decreases. The track coefficient of 0.369 was obtained, meaning that the Covid-19 health protocol contributed 36.9% to employee performance, and the remaining 63.1% was another factor that was not studied.

The Covid-19 health protocol imposed on companies can interfere with employee activities at work and most employees also feel misgivings at work even though they have used health protocols, so this makes employee motivation to work so decreases and extends to the decline in employee performance itself. Conversely, anxiety will be reduced if employees are given a good understanding of the importance of the use of health protocols, so that employee work motivation can increase. The results of the above research and discussion also have similarities with the findings of the study Alim *et al.*, (2020) and Meilina & Sardanto (2020) where their results prove that the Covid-19 health protocol has an effect on work motivation (Alim *et al.*, 2021), (Meilina & Sardanto, 2020).

Effect of Work Motivation on Employee Performance

The analysis results showed a t-value of 5,786 > 1.96. In other words, work motivation has a significant and positive effect on employee performance. This means that the higher the work motivation that employees have, the employee's performance increases. Also, if the employee's work motivation becomes low then employee performance decreases. The track coefficient of 0.375 is derived, meaning that work motivation contributes 37.5% to employee performance, and the remaining 62.5% is another factor that is not studied. Employee work motivation increased during the pandemic with the understanding given by the company about the importance of health protocols for the prevention of the spread of Covid-19 which eventually increased employee performance.

The results of the above research and discussion also have similarities with the findings and previous research of Mustapha (2020) and Sukriyani (2021) which are their results prove that work motivation has a significant effect on employee performance (Mustapha, 2020), (Sukriyani, 2021). Otherwise, the results of this study are not the same as the results of Kristanti & Pangastuti (2019) research where the results prove that work motivation has no effect on performance (Kristanti & Pangastuti, 2019).

CONCLUSION AND SUGGESTION

CONCLUSION

All findings described above can be summed up as follows:

1. Job insecurity has a negative and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.

2. Compensation has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.
3. Compensation has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. In Pekalongan.
4. Compensation has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.
5. Compensation has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.
6. Covid 19 health protocol has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.
7. Covid 19 health protocol has a positive and significant effect on the work motivation of employees of PT Panggung Jaya Indah. in Pekalongan.
8. Job insecurity has a negative and significant effect on the performance of employees of PT Panggung Jaya Indah. in Pekalongan.
9. Compensation has a positive and significant effect on the performance of employees of PT Panggung Jaya Indah. in Pekalongan.
10. Covid 19 health protocol has a positive and significant effect on the performance of employees of PT Panggung Jaya Indah. in Pekalongan.
11. Work motivation has a positive and significant effect on the performance of employees of PT Panggung Jaya Indah. in Pekalongan.

SUGGESTION

From the results of the research conclusions, it is proposed some suggestions that can be useful as follows:

1. Job insecurity is shown to have a significant negative effect on employee motivation and performance. For this reason, it is recommended to further lower the level of job insecurity with efforts to provide clarity of role to employees about the clarity of duties and responsibilities.
2. Compensation is proven to have a significant and positive effect on employee motivation and performance. For this reason, it is recommended to further increase compensation by increasing direct compensation such as salaries and incentives.
3. Compensation is proven to have a significant and positive effect on employee motivation and performance. For this reason, it is recommended to further increase compensation by increasing direct compensation such as salaries and incentives.
4. For other researchers who want to submit research with similar themes and models are expected to add other factors that can be variables that affect work motivation and employee performance and can use other research objects that are not only limited to PT Panggung Jaya Indah in Pekalongan.

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