

The Impact of Compensation System, Training and Development, Information Sharing, and Supervisory Support on Employee Performance mediated by Employee Commitment (Study at Pension Fund Management Company in Indonesia)

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Abstract - This research aims to examine the relationship of four Human Resource Management (HRM) variables (compensation system, training and development, information sharing, and supervisory support) toward the employee performance mediated by employee commitment. The method used in this study is quantitative qualitative, with data collection using online questionnaires by 323 respondents that sampling using simple random sampling from pension fund management company in Indonesia. Analysis of this research hypothesis use Partial Least Square - Structural Equation Modelling (PLS-SEM) and the results show that the compensation system, information sharing, and supervisory support significantly influence employee commitment, and employee commitment has a significant positive influence on employee performance. In addition, employee commitment can partially mediate the relationship between the compensation system, information sharing, and supervisory support for employee performance. This study is the first study conducted to look at the relationship of HRM (compensation system, training and development, information sharing, and supervisory support) to employee performance mediated by employee commitment in pension fund management company of Indonesia.

Index Terms - Compensation system, training and development, information sharing and supervisory support, employee commitment, employee performance.

INTRODUCTION

Improving employee performance helps the organization withstand the competitiveness of a volatile business

environment. As a result, initiatives to increase the quality of employee performance provide a considerable challenge to management in meeting their objectives [35]. Management policies in HRM include many things, such as compensation systems, employee training and development, information sharing, and supervisory support [11]. Furthermore, Herlina & Gustomo [22] examined the importance of employee performance with company management policies in placing employees according to their abilities. The same thing had also been explained by Bandula & Jayatilake [6] that proper HRM could increase employee commitment to the company and affect employee performance. Ratnasari *et al.* [47] and Sudiardhita *et al.* [55] measured the effect of the compensation system on work motivation in banking in Indonesia in which the researchers found that the compensation system had a significant influence on work motivation. Ratnasari *et al.* [47] measured the compensation system as financial and non-financial compensation. One study conducted at one of the Banks in Indonesia by Prihantoko & Ferijani [45] obtained the outcome that the compensation system significantly affects employee performance. According to expectation, the compensation system is considered in terms of company policies in providing welfare to employees to avoid the risk of complaints from employees against the company. The influence of training and development on the company has also been measured in several previous studies. A study by Adebowale and Adefulu [2] on the training influence of employee productivity in insurance companies discovered that training is a critical element that increases employee productivity. This study explains that insurance companies must offer training programs that are tactical and planned to their employees to improve employee competence. In research conducted on other insurance companies by Abomeh & Peace [1], it was concluded that companies need

to draw up policies regarding employee training so that it can increase employee productivity. The same is also inferred from research on insurance companies in Saudi Arabia conducted by Rana [46].

Some research on the influence of sharing information on service companies, especially the financial industry of banks and non-banks in the world or Indonesia, still needs to be explicitly discussed. Moreover, even though the influence of sharing information is widely researched on companies in the manufacturing industry that implement Supply Chain Management (SCM) systems in their operational processes, there has been no reference about the position of sharing information as one of the factors in measuring employee perceptions related to HRM. Irawan *et al.* [24] in their research, focused on a literature test finding out if superior support can affect the relationship between employees' confidence related to their ability to develop competence. The results of the study indicate that superior support may influence employee behaviour in terms of his or her commitment to the company and self-development that directly affects the company. Bandula & Jayatilake [6] conducted research on financing companies to see employee commitment to performance. Based on the correlation test findings, it was discovered that employee commitment influences employee performance, therefore, employee commitment correlates significantly with employee performance. Similarly, Yulanda [62] found that employee commitment to the bank positively and significantly affects employee performance at one of Indonesia's banks.

According to the prior research, research related to HR management has been widely conducted in various industries, especially the influence of compensation system, training and development, as well as a superior support for indicators such as productivity [32], employee motivation, commitment, and performance needs to be added to perform research with information openness, in addition to measuring the influence of compensation system, training and development, as well as superior support, and employee commitment. Similarly, an employee performance review and HR system are needed in pension fund management companies, state-owned enterprises (SOEs) in Indonesia that have never been done. As the only government agency that manages special pension fund insurance for civil servants in Indonesia, its employees are required to always provide the best performance. Sharing knowledge is one factor in human resource management that has never been researched to prove its effect on employee commitment and performance. State-owned companies managing pension funds regularly carry out an assessment index of Public Information Disclosure by the Central Government, whose depiction can be reflected in the level of sharing information within the company. Based on this, tests will be conducted to determine the effect of the compensation system, training and development, information disclosure, superior support on employee commitment, and influence of commitment on employee performance [11].

LITERATURE REVIEW

I. Employee Performance

Employee performance refers to the productivity of all employees in an organization [53]. Non-financial perks, supervisory support, training programs, organizational support, working life quality, and career pursuit objectives are all elements that influence employee performance. Employee performance is also described as the work quality and quantity completed by employees on their obligations and responsibilities [34]. According to Robbins & Judge [48] there are several indicators used to measure employee performance: (1) Quantity, defined as the number of works completed. (2) Quality is determined by the quality of work perceived by the employees. (3) Effectiveness, defined as the measure of a company's resources (energy, cost, technology, and raw materials) that can be maximized to improve the work outcomes of the work units that use those resources. (4) Timeliness is the measure used in completing a job. (5) Independence is a measure of the employee's flexibility in completing his work. (6) Work commitment is defined as the measure in which employees commit to completing work and responsibility to the company where they work.

Employee performance has five indicators: (1) The amount of work generated from each employee or group becomes the standard of employment. (2) The work quality of employees in the company who should fulfil the specific criteria in producing the expected work quality of the company. (3) The timeliness of job completion varies, and certain forms of work should be finished in lieu of time since it results in additional work. (4) Timely employee presence because it is included in employee discipline, and (5) The ability to work in groups because not all work can be completed individually [46, 17].

II. Employee Commitment

Employee commitment refers to the employees' strength in identifying and being involved in a company, and it reflects the employees' satisfaction and engagement level. Adelekan *et al.* [3] define employee commitment as having three components: affective commitment, continuity commitment, and normative commitment. The same study also said that employees have a responsibility to stay with the company due to the effect of the company's investment in training and development provided. In short, employee commitment involves passion, loyalty, values, and confidence to obtain optimal results and benefit both employees and companies. Therefore, influencing employees' behaviors and emotions is crucial to continuously improve their performance through training, and creating employees' capacity to complete tasks and contribute to the company. A committed workplace can be seen from two sources: employee commitment to the company and vice versa. Employees who work in a highly committed company have a strong desire to make the maximum contribution to the goals company. This encourages employees to have increased

competitiveness, accountability, risk-taking ability, high innovation, resource efficiency, and a desire to improve overall performance [58].

According to Robbins & Judge [49], commitment is divided into three dimensions: Affective commitment is the emotional involvement of workers in the company. This commitment is influenced or developed when involvement in the company proves to be a satisfying experience. Companies provide opportunities to do better jobs or generate opportunities to gain valuable skills. The second dimension is a continuous commitment, which is commitment involvement based on costs incurred due to the exit of workers from the company, where this is influenced and developed when individuals are making investments. The investment will be lost or reduced in value if the individual switches from his company. The third dimension is a normative commitment involving workers' feelings to the tasks in the company. Normative commitment is formed and developed due to internalizing normative pressures to perform specific actions and receive benefits that give rise to feelings of obligation to be reciprocated. Employee commitment is crucial for the company as research conducted by Lee & Ravichandran [31] obtained the result that employee commitment has an influence on employee performance. Similarly, Ismail and Rishani [25] discovered a substantial relationship between employee commitment and employee performance.

Employees who are enthusiastic and committed to the company are more receptive to new experiences, and inclined to be more creative thinkers [16]. Among the three studies, none specifically researched employees working in the financial industry, especially pension fund management companies. Based on this, researchers want to conduct the following tests to determine the impact of commitment on employee performance:

Hypothesis 1: Employee commitment has a significant positive influence on job performance.

III. Compensation System

Compensation refers to the company's ability and responsibility to its employees because of the ability of job targets and to appreciate the performance of its employees [15]. The compensation system is an important part that can shape employees' perceptions of respect, dignity, and the belief that organizations are committed to and value employee work [5]. According to Pratama & Aima [44], compensation can motivate employees to get the best results from their work, and compensation must be improved to provide the best performance. Conversely, employees who do not have high compensation will find it challenging to complete their work and responsibilities to the maximum even though they have good operational capabilities.

Compensation is the structuring of the whole allocation of retribution for firm owners and employees, either in the form of money (financial) or non-monetary (non-financial). Compensation includes wages, salaries, bonuses, incentives, benefits, treatment, insurance, and other benefits paid

directly by the corporation [47, 59]. According to Gaol [18], compensation is the things employees receive in the form of money or non-money in exchange for their contribution to the company. Compensation is any revenue earned, directly or indirectly, awarded for the employees' contributions, either in money or goods [47, 21].

Some researchers have proven the role of the compensation system on employee commitment. According to Riana and Wirasedana [48], there is a positive effect of the compensation system on employee commitment. Furthermore, Tarus [58] discovered that the compensation system positively impacted employee commitment. Based on previous findings, the second hypothesis in this study will evaluate the link between employee perception on the compensation system and employee commitment, as follows:

Hypothesis 2: The compensation system has a significant positive influence on employee commitment.

IV. Training and Development

Training and development help companies and individuals achieve various goals, including increased morale, a sense of security, employee engagement, and the overall capabilities required to accomplish the job. Without proper training and development opportunities, employees cannot complete the job to the fullest [50]. Training and development are one form of HRM that significantly affect employee commitment. Training and development are one of the modern forms of HRM. The current theory demonstrates that the company's investment in training and development is positively related to the company's performance. HRM is considered to reduce turnover and increase employee commitment for a long time [54].

Training can make employees have competence, skills, and commitment to the company. Training can reduce production costs, but training can improve efficiency, worker quality, independence, punctuality in work, and job effectiveness. Training produces skills both technically and operationally [2]. The corporate development concept may be viewed as a type of training to learn new talents and skills for self-improvement [50, 26]. Based on Noe [39], the training elements lie in focus, use of work experience, goals, and participation. While in development, more direct and motivate employees to explore and find ways in improving career and self-development.

One research conducted by Grund & Titz [19] obtained the results that employees participating in training provided by the company and company support to provide training for employees significantly have a positive influence on employee commitment. In addition, Ocen *et al.* [40], on the banking sector in Uganda, obtained results that employee training positively affects employee commitment. Based on the results of these studies, in line with the second hypothesis, the third hypothesis will test the influence of employee perceptions related to training and development on employee commitment, as follows:

Hypothesis 3: Training and development have a significant positive influence on employee commitment.

V. Information Sharing

Information sharing is one of the components in HRM management that is currently understudied, and it is described as the firm's distribution of information to workers regarding corporate regulations, interactions with the company environment, and company objectives [9]. Although research related to the openness of information is still small, from some existing studies that the disclosure of information has an influence on the culture of innovation in the work environment [11], learning in the work environment [9], and organizational change [4]. Management of company information disclosure can be in the form of information related to the company's strategic objectives, plans, company activities, and operating standards, which contribute to improving employees' positive perception of the company [9]. Based on previous studies and research related to the influence of this factor on employee commitment encourages researchers to test the fourth hypothesis, as follows:

Hypothesis 4: Information sharing has a significant positive influence on employee commitment.

VI. Supervisory Support

Each employee is believed to have different attitudes and reactions to the company that is influenced by how much support is gained from the company environment. Supervisory support is defined as the employee's view of the extent to which the boss appreciates the contributions they make and is concerned for the welfare of employees [38]. The support in question can come from the company organizationally, superiors, or co-workers [42]. A good boss is said to be capable of setting goals, instilling a positive attitude, and raising employee awareness of the necessity of training and development [61]. Employees build a perception of supervisory support based on decision-making at work, awards from supervisors, support received from supervisors, and equality of treatment received from supervisors [24].

Related to the relationship with employee commitment, from research conducted by Khan & Lakshmi [30], superior support has a significant positive influence on employee commitment. Similarly, the same results were obtained from research conducted by Mohamed & Ali [38] and Orgambidez & Almeida [41], which tested the relationship of these two variables, obtained the result that superior support has a relationship with employee commitment. Based on the results of these studies, in the fifth hypothesis, researchers will test the influence of employee perceptions related to superior support for employee commitment, as follows:

Hypothesis 5: Supervisory support has a significant positive influence on employee commitment.

VII. The Mediating of Employee Commitment

The role of employee commitment mediation has been taken measurements in several studies [31]. Kavuludi *et al.* [29] investigated the impact of employee commitment mediation on the relationship between incentives and employee performance, interpreting incentives as a compensation system divided into two types, namely monetary (financial) and non-monetary (non-financial), and discovered that employee commitment mediates incentive relationships to employee performance. The same thing was also studied by Kashmiri *et al.* [28], which is the organization's commitment to mediate the relationship between the compensation system and employee performance. What is meant by the organization's commitment in this research is the association and contribution of employees to the company. Organizational commitment is divided into three types, namely affective commitment, normative commitment, and continuous commitment. Butali & Njoroge [12] examined the effect of commitment moderation affecting training and development on performance and discovered that commitment moderates the two relationships. Kariuki and Kiambati [27] discovered that the effect of moderating employee commitment on the effects of information disclosure on performance played a role. It is also suggested that affective commitment is positively associated with organizational behaviours such as performance, attendance, and desire to work for the firm [35, 33]. According to Talukder and Galang [57], employee commitment mediates the association between superior support and employee performance.

Hypothesis 6: Employee commitment mediates the relationship between HRM (a) compensation system, (b) training and development, (c) information sharing, (d) supervisory support partially to employee performance.

From the description of the six hypotheses above, the model of this study is quantitative research whose relationships between variables can be described as follows:

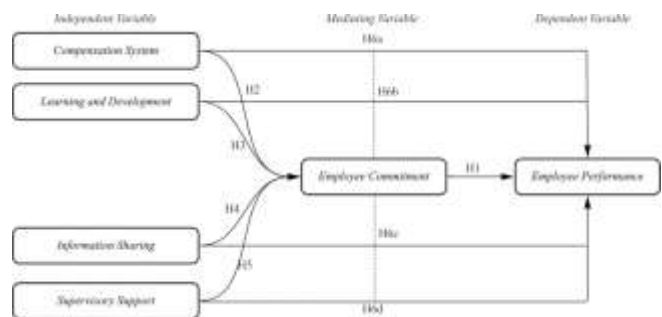


FIGURE 1
RESEARCH MODEL

RESEARCH METHOD

I. Design and Sample

This research is a quantitative study that will be conducted using survey methods. This method was chosen because researchers need to get information about the influence between employees in pension fund management companies

in HRM on employee performance mediated with employee commitment variables. The duration of this study was conducted one time (cross-sectional) at a relatively short time using questionnaires as a survey tool. The population in this study is all employees in a pension fund management company in Indonesia spread across one head office and 57 branch offices. The sampling method used is a simple random sampling method. This simple random sampling method is taken with the consideration that researchers have a complete list of all employees as a population, and all of these employees are equally likely to be selected as research subjects, with the hope that the results can be generalized to describe population characteristics [10]. This study's sample size is 323 employees, defined by the number of samples using the strategy of sampling the number of samples based on the Slovin Formula with a significance level of 5% [56, 52].

II. Measures

Questionnaires were conducted in this study using online survey links distributed across the entire study population. Questionnaire items adapted from questionnaire items that have been used in previous research so that validity constructs of the questionnaire items used have been tested. Compensation system variables are measured using 2 dimensions, namely financial dimensions (3 questionnaire items) and non-financial (2 questionnaire items) [43, 21]. Questionnaire items for training and development variables adapted from 4 previous studies namely Battistelli *et al.* [9], Bos-Nehles & Veenendaal [11], Ibenu [23], and Saifalislam *et al.* [51] which concluded the measurement using 2 dimensions of measurement, namely employee training (3 questionnaire items) and employee development (2 questionnaire items).

Information sharing variable uses questionnaire items used in the Bos-Nehles & Veenendaal [11] study, which is divided into 4 dimensions of measurement, namely the goal (2 questionnaire items), plan (2 questionnaire items), company activities (2 questionnaire items), and operating standard (2 questionnaire items). Supervisory support variables are measured using 2 dimensions of measurement, namely rewards from the supervisor (2 questionnaire items) and support received from the supervisor (3 questionnaire items) [11]. Employee commitment variable questionnaire items using questionnaire items adapted from 3 previous studies namely Lee & Ravichandran [31], Chafferkey *et al.* [13], and Bar-Haim [8], which consists of 3 dimensions of measurement: affective commitment (3 questionnaire items), continuous commitment (2 questionnaire items), and normative commitment (2 questionnaire items). Employee performance is measured using 5 dimensions of measurement, namely quantity (2 questionnaire items), quality (3 questionnaire items), timely (2 questionnaire items), discipline (2 questionnaire items), and teamwork (2 questionnaire items). Questionnaire items for employee discipline measurements from Lee & Ravichandran [31] and Bangun [7].

III. Procedure

In this study, data will be collected using a Likert Scale (1-5) questionnaire to measure respondents' opinions and perceptions of the variables examined (HRM perceptions): compensation system, training and development, information sharing, supervisory support, employee commitment, and employee performance). Respondents will fill out a questionnaire by selecting one answer from each statement that best describes the conditions in their opinions and perceptions with answers 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree [36].

Analysis of this research hypothesis use Partial Least Square - Structural Equation Modelling (PLS-SEM). First, researchers will perform a Confirmatory Factor Analysis (CFA) calculation to test the validity of the construct with valid indicator criteria if the outer loading value ≥ 0.5 . This validity test aims to find the items that make up the indicator of the latent variable. Further, there will be a test of the reliability of the construct with the reliable criteria if the composite reliability value ≥ 0.7 [20], and the value of Cronbach's Alpha > 0.6 . Convergent validity testing criteria by looking at the Average Variance Extracted (AVE) value > 0.5 [14]. The criteria for hypothesis testing will refer to when the sig value. $p\text{-value} > \alpha = 0.05$ then the hypothesis is acceptable [60], or accept the hypothesis if the $t\text{-statistic} > t\text{-table} = 1.96$.

DATA ANALYSIS AND DISCUSSION

I. Sample Characteristics

Based on Table 1, the number of male respondents outnumbers the female respondents by a margin of 31 respondents (9.59%). The employee performance assessment interval in 2020 around on A- (73.99%) and B+ (24.77%) grades, where no employees earned A+ and C. The deployment of the work units of the study respondents was mostly Branch Office employees spread across 57 Branch Offices with 5 types of branch office classification, and Head Office employees who filled out questionnaires were 8.05% of the total respondents to this study. The working period of the respondents spread at several intervals of years, namely < 5 years (29.10%), 5-10 (27.86%), and > 20 (34.67%), while the rest were respondents with a working period of 10-15 years. Uniquely, due to the absence of employee acceptance between 1991 to 2006, no respondents with 15-20 years of the working period were found.

TABLE I
RESPONDENT PROFILE

No	Sex	Frequency	Persentation	Cummulative
1	Male	177	54,79%	54,79%
2	Female	146	45,20%	100%
		323	100%	
Performance Appraisal (2020)				
1	A+	0	0%	0%
2	A	2	0,62%	0,62%
3	A-	239	73,99%	74,61%
4	B+	80	24,77%	99,38%
5	B	1	0,31%	99,69
6	B-	1	0,31%	100%
7	C	0	0%	100%
		323	100%	
Work Unit				
1	Head Office	26	8,05%	8,05%
2	Branch Office	297	91,95%	100%
		323	100%	
Working Period				
1	< 5 Years	94	29,10%	29,10%
2	5 – 10 Years	90	27,86%	56,97%
3	10 – 15 Years	27	8,36%	65,33%
4	15 – 20 Years	0	0,00%	65,33%
5	> 20 Years	112	34,67%	100,00%
		323	100%	

In this study, employee performance was measured using 11 indicators from 5 dimensions, employee commitment was measured using 7 indicators from 3 dimensions, compensation system, learning, and development, as well as supervisory support, were measured using 5 indicators from 2 dimensions, and information sharing was measured using 8 indicators from 4 dimensions. Variables are measured using a Likert scale with 5 levels of answers: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The following are the findings of the validity and reliability tests performed using the Smart PLS application:

- **Construct Validity, Construct Reliability and Convergent Validity:** The results of the test of construct validity, reliability, and convergent validity can be seen according to the following table:

TABLE II
CONSTRUCT VALIDITY, CONSTRUCT RELIABILITY AND CONVERGENT VALIDITY

Variable	Dimension	Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Result of Validity and Reliability
Employee Performance	Quantity	EP1	0,896	0,696	0,867	0,766	Valid and Reliable
		EP2	0,854				
	Quality	EP3	0,918	0,855	0,913	0,778	Valid and Reliable
		EP4	0,924				
		EP5	0,798				
	Timely	EP6	0,958	0,911	0,957	0,918	Valid and Reliable
		EP7	0,959				
	Discipline	EP8	0,873	0,697	0,868	0,767	Valid and Reliable
		EP9	0,879				
	Teamwork	EP10	0,953	0,898	0,952	0,908	Valid and Reliable
		EP11	0,953				
Employee Commitment	Affective	EC1	0,887	0,845	0,906	0,764	Valid and Reliable
		EC2	0,876				
		EC3	0,858				
	Continuous	EC4	0,867	0,684	0,864	0,76	Valid and Reliable
		EC5	0,877				
	Normative	EC6	0,909	0,792	0,906	0,827	Valid and Reliable
		EC7	0,91				
Compensation System	Financial	CS1	0,816	0,861	0,915	0,784	Valid and Reliable
		CS2	0,929				
		CS3	0,907				
	Non-Financial	CS4	0,931	0,858	0,834	0,876	Valid and Reliable
		CS5	0,941				
Training and Development	Training	TD1	0,91	0,895	0,934	0,826	Valid and Reliable
		TD2	0,92				
		TD3	0,896				
	Development	TD4	0,942	0,864	0,936	0,88	Valid and Reliable
		TD5	0,935				
Information Sharing	Goal	IS1	0,992	0,984	0,992	0,984	Valid and Reliable
		IS2	0,992				
	Plan	IS3	0,952	0,887	0,947	0,898	Valid and Reliable
		IS4	0,944				
	Activity	IS5	0,937	0,852	0,931	0,871	Valid and Reliable
		IS6	0,929				
	SOP	IS7	0,952	0,888	0,947	0,899	Valid and Reliable
		IS8	0,945				
Supervisory Support	Reward	SS1	0,946	0,882	0,944	0,895	Valid and Reliable
		SS2	0,946				
	Support	SS3	0,831	0,885	0,93	0,816	Valid and Reliable
		SS4	0,943				
		SS5	0,931				

Based on the results of CFA testing, all question indicators in this study have a factor loading value of > 0.5 , which can be interpreted as that all indicators used are constructively valid. Furthermore, all indicators are tested for reliability contracts with reliable criteria if Cronbach's Alpha value > 0.6 and composite reliability > 0.7 , and it is obtained that all dimensions have a value of Cronbach's Alpha > 0.6 and composite reliability > 0.7 . Thus, it can be concluded that all dimensions are reliable to use. As shown from the reliability testing results, the composite reliability coefficient has a more accurate estimation power than Cronbach's Alpha coefficient. The Average Variance Extracted (AVE) value is then used to perform convergent validity testing. With the acquired AVE values of all variables in the study are > 0.5 , it can be inferred that all variables in the study qualify for convergent validity.

- **Discriminant Validity:** Discriminant validity testing is conducted to preview cross-loading indicators. If the indicator has a greater correlation to the variable than other variables, it is said to have discriminant validity.

TABLE III
DISCRIMINANT VALIDITY

	V1	V2	V3	V4	V5	M1	M2	M3	X1.1	X1.2	X2.1	X2.2	X3.1	X3.2	X3.3	X3.4	X4.1	X4.2
EP1	0.896	0.649	0.639	0.547	0.661	0.447	0.307	0.493	0.408	0.239	0.325	0.406	0.482	0.452	0.403	0.439	0.387	0.341
EP2	0.854	0.516	0.513	0.519	0.509	0.446	0.241	0.457	0.307	0.396	0.388	0.387	0.456	0.464	0.397	0.408	0.433	0.432
EP3	0.641	0.918	0.740	0.539	0.574	0.502	0.429	0.523	0.458	0.301	0.454	0.433	0.481	0.491	0.520	0.530	0.453	0.432
EP4	0.652	0.924	0.765	0.538	0.589	0.512	0.427	0.553	0.407	0.325	0.455	0.425	0.506	0.476	0.520	0.484	0.394	0.399
EP5	0.465	0.798	0.626	0.462	0.476	0.392	0.438	0.433	0.273	0.213	0.286	0.286	0.347	0.349	0.371	0.439	0.337	0.365
EP6	0.620	0.778	0.658	0.618	0.642	0.458	0.393	0.494	0.382	0.364	0.413	0.396	0.427	0.430	0.501	0.436	0.374	0.412
EP7	0.659	0.772	0.659	0.643	0.663	0.504	0.411	0.479	0.330	0.267	0.354	0.359	0.461	0.461	0.501	0.461	0.379	0.379
EP8	0.545	0.516	0.554	0.873	0.559	0.347	0.347	0.405	0.306	0.234	0.262	0.268	0.321	0.316	0.368	0.331	0.217	0.242
EP9	0.541	0.506	0.545	0.879	0.648	0.470	0.319	0.526	0.405	0.365	0.386	0.387	0.369	0.401	0.464	0.395	0.279	0.326
EP10	0.626	0.590	0.660	0.680	0.953	0.528	0.374	0.556	0.421	0.303	0.331	0.364	0.440	0.471	0.473	0.484	0.362	0.359
EP11	0.657	0.596	0.666	0.633	0.953	0.446	0.369	0.502	0.416	0.235	0.335	0.404	0.509	0.444	0.466	0.509	0.346	0.334
EC1	0.405	0.430	0.273	0.393	0.496	0.887	0.491	0.633	0.413	0.236	0.433	0.346	0.251	0.310	0.296	0.399	0.399	0.379
EC2	0.407	0.491	0.446	0.372	0.423	0.876	0.620	0.666	0.466	0.319	0.425	0.403	0.390	0.369	0.430	0.430	0.363	0.362
EC3	0.529	0.488	0.499	0.475	0.538	0.888	0.454	0.616	0.445	0.236	0.434	0.432	0.400	0.344	0.270	0.279	0.422	0.395
EC4	0.353	0.434	0.357	0.335	0.341	0.507	0.867	0.586	0.410	0.326	0.379	0.418	0.338	0.379	0.429	0.413	0.376	0.420
EC5	0.294	0.415	0.377	0.327	0.339	0.541	0.877	0.617	0.317	0.259	0.372	0.400	0.264	0.279	0.384	0.356	0.294	0.312
EC6	0.429	0.490	0.394	0.427	0.444	0.643	0.678	0.909	0.406	0.384	0.409	0.389	0.342	0.402	0.414	0.404	0.361	0.422
EC7	0.561	0.553	0.530	0.541	0.567	0.703	0.577	0.910	0.509	0.355	0.464	0.474	0.455	0.523	0.497	0.510	0.293	0.469
CS1	0.421	0.408	0.396	0.342	0.389	0.406	0.353	0.401	0.816	0.338	0.524	0.566	0.471	0.443	0.459	0.543	0.396	0.413
CS2	0.454	0.425	0.400	0.452	0.453	0.476	0.396	0.504	0.929	0.429	0.463	0.526	0.467	0.447	0.482	0.580	0.457	0.464
CS3	0.350	0.329	0.334	0.283	0.327	0.457	0.358	0.427	0.907	0.415	0.480	0.532	0.357	0.432	0.415	0.517	0.472	0.473
CS4	0.296	0.298	0.266	0.253	0.210	0.342	0.281	0.316	0.381	0.931	0.379	0.359	0.238	0.285	0.323	0.372	0.296	0.340
CS5	0.291	0.302	0.252	0.279	0.220	0.350	0.343	0.361	0.454	0.941	0.405	0.390	0.318	0.298	0.345	0.429	0.335	0.361
TD1	0.347	0.390	0.338	0.274	0.299	0.469	0.332	0.410	0.424	0.354	0.910	0.667	0.457	0.444	0.521	0.445	0.496	0.487
TD2	0.366	0.439	0.402	0.366	0.337	0.458	0.419	0.450	0.475	0.364	0.920	0.680	0.506	0.474	0.499	0.498	0.483	0.457
TD3	0.403	0.420	0.350	0.314	0.317	0.466	0.422	0.487	0.568	0.425	0.896	0.700	0.441	0.525	0.674	0.551	0.538	0.592
TD4	0.402	0.421	0.384	0.397	0.346	0.427	0.484	0.432	0.549	0.377	0.925	0.842	0.538	0.516	0.552	0.695	0.518	0.517
TD5	0.420	0.399	0.355	0.294	0.312	0.416	0.397	0.437	0.595	0.374	0.671	0.938	0.500	0.572	0.553	0.619	0.554	0.556
SI1	0.500	0.512	0.478	0.400	0.503	0.393	0.343	0.444	0.488	0.399	0.520	0.556	0.992	0.678	0.612	0.733	0.418	0.442
SI2	0.489	0.499	0.475	0.382	0.485	0.395	0.339	0.426	0.474	0.294	0.503	0.539	0.992	0.661	0.618	0.738	0.407	0.424
SI3	0.513	0.489	0.463	0.390	0.480	0.377	0.378	0.499	0.479	0.311	0.499	0.571	0.693	0.992	0.702	0.728	0.432	0.464
SI4	0.470	0.463	0.429	0.388	0.428	0.363	0.334	0.463	0.455	0.278	0.505	0.526	0.599	0.944	0.668	0.649	0.393	0.427
SI5	0.502	0.557	0.528	0.481	0.470	0.462	0.484	0.514	0.442	0.389	0.632	0.667	0.633	0.693	0.937	0.682	0.502	0.541
SI6	0.413	0.444	0.437	0.400	0.449	0.389	0.382	0.449	0.510	0.276	0.524	0.531	0.521	0.656	0.929	0.678	0.400	0.455
SI7	0.466	0.491	0.486	0.389	0.513	0.413	0.414	0.490	0.562	0.384	0.499	0.582	0.747	0.717	0.710	0.952	0.422	0.417
SI8	0.441	0.499	0.440	0.399	0.475	0.283	0.421	0.483	0.610	0.432	0.542	0.646	0.657	0.662	0.720	0.845	0.490	0.460
SI9	0.417	0.425	0.363	0.268	0.352	0.416	0.401	0.425	0.509	0.352	0.560	0.580	0.404	0.437	0.480	0.484	0.946	0.784
SI2	0.432	0.426	0.367	0.268	0.351	0.407	0.324	0.360	0.437	0.288	0.492	0.500	0.383	0.387	0.437	0.424	0.946	0.783
SI3	0.488	0.481	0.458	0.348	0.418	0.456	0.411	0.520	0.540	0.298	0.583	0.580	0.523	0.518	0.536	0.487	0.688	0.831
SI4	0.374	0.392	0.349	0.297	0.302	0.375	0.380	0.419	0.436	0.370	0.516	0.483	0.360	0.407	0.476	0.409	0.798	0.943
SI5	0.334	0.365	0.320	0.241	0.275	0.348	0.348	0.399	0.414	0.346	0.524	0.495	0.317	0.362	0.444	0.374	0.754	0.931

The data from Table 3 shows that each indicator correlates more strongly in its dimensions than any other dimension, both in the same and different variables. As a result, it is possible to infer that the indicators utilized are valid on a discriminant basis.

II. Hypotheses Test

The following table shows the hypothesis results of this study:

TABLE IV
HYPOTHESES TEST

Structural Path	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results of Hypotheses Testing
H1 Employee Commitment -> Employee Performance	0.651	16,268	0.000	Accepted
H2 Compensation System -> Employee Commitment	0.261	3,161	0.002	Accepted
H3 Training and Development -> Employee Commitment	0.148	1,939	0.053	Rejected
H4 Information Sharing -> Employee Commitment	0.216	2,908	0.004	Accepted
H5 Supervisory Support -> Employee Commitment	0.154	2,122	0.034	Accepted
H6a Compensation System -> Employee Commitment -> Employee Performance	0.170	3,197	0.001	Accepted
H6b Training and Development -> Employee Commitment -> Employee Performance	0.097	1,951	0.052	Rejected
H6c Information Sharing -> Employee Commitment -> Employee Performance	0.141	2,688	0.007	Accepted
H6d Supervisory Support -> Employee Commitment -> Employee Performance	0.100	2,058	0.040	Accepted

Analysis of data using PLS-SEM in Table 4.4 with a significant rate of 95%, indicates that the effect of employee commitment on employee performance ($\beta = 0.651$, t-statistic = 16,268 > 1.96, p-value = 0.000 < 0.05) is a significant positive influence, so the hypothesis is accepted. Moreover, the effect of the compensation system on employee commitment ($\beta = 0.261$, t-statistic = 3,161 > 1.96, p-value = 0.002 < 0.05) shows a highly positive influence meaning the hypothesis is accepted. However, the effect of training and development on employee commitment ($\beta = 0.148$, t-statistic = 1,939 < 1.96, p-value = 0.053 > 0.05) has an insignificant positive influence meaning the hypothesis is rejected. The effect of information sharing on employee commitment ($\beta = 0.216$, t-statistic = 2,908 > 1.96, p-value = 0.004 < 0.05) is a significant positive influence, so the hypothesis is accepted. Moreover, the influence of supervisory support on employee commitment ($\beta = 0.154$, t-statistic = 2,122 > 1.96, p-value = 0.034 < 0.05) is a significant positive influence, so hypotheses are accepted. The results of the employee commitment mediation test on the effect of the compensation system on employee performance ($\beta = 0.170$,

t- statistic = 3,197 > 1.96, p-value = 0.001 < 0.05) are mediating the relationship between the two variables. The effect of training and development on employee performance ($\beta = 0.097$, t- statistic = 1,951 < 1.96, p-value = 0.052 > 0.05) does not mediate the relationship between the two variables. Mediating employee commitment to the effect of information sharing on employee performance ($\beta = 0.141$, t- statistic = 2,688 > 1.96, p-value = 0.007 < 0.05) is mediating the relationship of the two variables. The same result was also obtained on the mediation testing of employee commitment on the effect of supervisory support on employee performance ($\beta = 0.100$, t-statistic = 2,058 > 1.96, p-value = 0.040 < 0.05) meditates the relationship between the two variables.

III. Discussion

According to the literacy study, this is the first study to investigate the effect of the compensation system, training and development, information sharing, and supervisory support on employee performance as mediated by employee commitment to civil servant pension fund management firm in Indonesia. Results from SEM analysis obtained from 323 study respondents showed that compensation system, information sharing, and supervisory support significantly and positively influence employee commitment, and employee commitment positively influences employee performance. However, the results of other hypothesis testing showed that training and development had an insignificant positive influence on employee commitment. In conducting research related to the influence of compensation systems, researchers use two dimensions, namely financial and non-financial [47, 59]. Furthermore, the financial dimension aims to measure the level of employee perception related to the conformity of employee expectations to the amount of salary and bonuses received, and the non-financial dimension measures the level of employee perception related to the feasibility and ease of access to health insurance [43]. From this study's results, they are consistent with prior studies by Riana and Wirasedana [48] and Tarus [58], which found that there is a significant positive impact of the compensation system on employee commitment. This shows that the compensation system policy applied to this company must be formulated wisely because of its effect on employee commitment.

For testing related to the influence of training and development, researchers use two dimensions, namely training and development. Both dimensions are used to measure employee perception levels of availability, suitability, and opportunities for employees to participate in training and development programs provided by the company [9, 11, 23, 51]. According to the result of this study, training and development have an insignificant positive impact on employee commitment to a pension fund management company in Indonesia. This contradicts prior study by Grund and Titz [19] and Ocen *et al.* [40], which concluded that training and development have a significant positive impact on employee commitment. Therefore, the

test conducted by the researchers is the first study and obtained new findings that the level of employee commitment to this company is significantly influenced by management's openness to its employees. Through measuring the influence of openness of information, it can be seen how much role communication and interaction in the company can affect the performance of employees. In conducting research related to the influence of superior support, researchers use two dimensions, namely appreciation, and support [24]. Whereby the dimension of appreciation is the researchers take measurements of the perception felt by employees related to the appreciation given by supervisor for the results of work and how employees assess the supervisor's ability to listen and respect the opinions of their employees.

From the explanation above, it can be seen that employee commitment to pension fund management companies in Indonesia is influenced by three things, namely compensation system policies applied in the company, the level of information shared by the management, and support from the supervisor. The role of employee commitment variables in mediating the relationship between the compensation system, training and development, information sharing, and supervisory support for employee performance is obtained as a result that employee commitment being able to mediate the relationship between the compensation system, information sharing and supervisory support for employee performance partially. This study's employee commitment was measured based on three dimensions, namely affective commitment, continuous commitment, and normative commitment [49]. Employee commitment has a considerable positive effect on employee performance, which aligns with the studies by Lee & Ravichandran [31] and Ismail & Rishani [25]. The mediating influence of employee commitment needs to be measured to see how far employees feel involved affectively, sustainably, and normatively to policies within the company and see how it affects employees' high and low performance.

CONCLUSION

I. Conclusion

This research examines the influence of employee perception on HRM in the company (compensation system, training and development, information sharing, and supervisory support). Among the results that should be underlined, perceptions related to HRM are felt not only in the form of policies applied in the company but also related to daily interaction and communication in working in the company. From this study, it was obtained that the compensation system, information sharing, and supervisory support influence employee commitment, as well as the mediation of employee commitment related to the influence of these three variables on employee performance. Testing of training and development variables yielded results that there was no significant positive influence both of employee commitment and the relationship of mediation of employee

commitment. The dimensions that affect HRM variables influence employee commitment which also affects how employees deliver maximum performance. As such, the study is one of the first attempts to demonstrate the relationship of all indicators that can influence the improvement in employee commitment, which partially measures the mediation of employee performance. In the future, researchers expect that the results of this study can be a consideration for companies in taking policy and creating a supportive culture within the company. Researchers also expect future studies to explore how other unutilized factors will drive improved employee performance.

II. Implication

This research contributes as literature in several aspects. First, provide an initial understanding of how HRM can affect employee performance through increased employee commitment. In addition, research on this corporate sector is very rare to be found, even specifically done on civil servant pension fund management companies in Indonesia has never existed before. Therefore, understanding how to improve employee performance from policies that the company can regulate is very important, because as a profit-oriented company, improved performance from day to day is expected. This research allows the authors to show that although employee commitment does not mediate training and development policies to employee performance, employee commitment mediates other variables: compensation system, information sharing, and supervisory support. Future study should explore mediators or other moderators that could help uncover further indirect correlations between HRM factors and employee performance.

With the obtained results, there are some practical implications from this study. First, companies that are willing to encourage performance improvement are advised to create compensation system policies, create a culture of mutual openness, and support each other between employees (supervisor, employee, or co-workers). Suppose the compensation system policy aligns with employee expectations, information about the company, and long-term business goals, and there is positive interaction between employees. In that case, this will foster an employee's sense of attachment to the company, whose influence is on employee commitment. It shows that HRM is related to policy and how companies build a climate that is open and supportive in the company.

Second, this study's results show that one of the factors of HRM, namely training and development, does not influence employee commitment. This needs to be of particular concern to management because the company's policies related to training and development are already very comprehensive. The existence of work units related to training and development, such as the Human Resources Work Unit and the Corporate University Work Unit, should be able to increase employee commitment. According to the

researchers, to obtain more detailed and comprehensive findings, this should be studied further in the future.

II. Research Limitation and Future Research

This research does have limitations and suggestions for future research. First, the samples are employees from pension fund management company in Indonesia that have government employees as their target market that possible make the result of perception may not be generalizable to other employees from other private pension management company. So future research better investigate the same conceptual of this study in other context or populations. Second, the factors of HRM used in this study is compensation system, training and development, information sharing, supervisory support, when the factor of HRM based on many theories. Because of this, the influence of the factors studied cannot be generalized as the influence of HRM. Third, in this study, there's no control for samples' age and length of working, so that in measuring the supervisory support indicator, it is likely that young employees and few years of service have not been able to assess the role of superiors more comprehensively.

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