

The Effect of Compensation on Job Satisfaction with Work Motivation as an Intervening Variable at PT. Tiga Mutiara Nusantara

Andinna Ananda Yusuff

Sekolah Tinggi Ilmu Kesehatan Mahardika Cirebon

e-Mail Correspondence: andinna.ay@gmail.com

ABSTRACT

This study aims to determine "The Effect of Compensation on Job Satisfaction with Work Motivation as an Intervening Variable (Case Study at PT. Tiga Mutiara Nusantara Molding Section in Kec . Mountain Merawan)". The method of determining the sample used in this study is to use the Slovin technique as many as 53 samples are employees of PT. Tiga Mutiara Nusantara Molding Section In Kec . Mountain Merawan . Based on the results of the analysis of hypothesis 1, it can be concluded that the first hypothesis is accepted, meaning that the compensation variable (X) has an effect on the work motivation variable (Z). Based on the results of the analysis of hypothesis 2, it can be concluded that the second hypothesis is accepted, meaning that the Compensation variable (X) has no effect on the Job Satisfaction variable (Y). Based on the results of the analysis of hypothesis 3, it can be concluded that the third hypothesis is accepted, meaning that the work motivation variable (Z) has an effect on the job satisfaction variable (Y). Based on the results of the analysis of hypothesis 4, it shows that the indirect effect of the Compensation (X) variable on Job Satisfaction (Y) through Work Motivation (Z) is rejected than the direct influence of the Compensation (X) variable on Job Satisfaction (Y).

Keywords: Compensation, Job Satisfaction, Work Motivation

| | | | |
|-------------------------|------------------------|-------------------------|---------------------------------|
| Received: 14.05.2021 | Revised: 22.05.2021 | Accepted: 12.06.2021 | Available online: 30.06.2021 |
|-------------------------|------------------------|-------------------------|---------------------------------|

Suggested citations:

Yusuff, AA., (2021). The Effect of Compensation on Job Satisfaction with Work Motivation as an Intervening Variable at PT. Tiga Mutiara Nusantara. *International Journal of Community Service*, 02 (01), 23-31. DOI: 10.55299/ijcs.v2iSpecial Issues June.289

Open Access | URLs:

<https://ejournal.ipinternasional.com/index.php/ijcs/OpenAccessPolicy>

INTRODUCTION

Talking about Human Resource Management today is getting more and more attention, because human resources are actors from all levels of planning to evaluation who are able to utilize other resources owned by an organization or company. Purpose company said could achieved no only depends on modern equipment, facilities and Adequate infrastructure, however more depends on source power executing human on profession the. Achievement something organization very influenced by performance individual his employees. Every organization company must always spur performance his employees with hope capable reach harmony in each parts company, so achieved expected goal.

PT. Tiga Mutiara Nusantara is responsible company answer in the wood processing industry by producing laminated plywood and *decorative plywood*. From the results observation total wood processing from PT. Tiga Mutiara Nusantara increased consequence need laminated plywood and *decorative plywood*, so employee on PT. Tiga Mutiara Nusantara's molding section is required to be able to meet wood processing targets, resolve consumer complaints, as well as meet service needs, the need for close cooperation, demanding work tempos, and interact with consumers. All that own consequence and influence to employee. In study this researcher more focus problem on conditions experienced by molding parts PT. Tiga Mutiara Nusantara, is it employee feel satisfied or no with his job.

Job satisfaction According to (Robbins, Stephen P., 2016) is a person's general attitude towards his work, the difference between the amount of income an employee receives and the amount they receive, namely what they should receive. Satisfaction work the could show attitude positive employee to must work resolved. The following is a pre-survey on employee job satisfaction at PT. Tiga Mutiara Nusantara, part molding.

Table 1.1 . Pre-survey of Job Satisfaction at PT. Tiga Mutiara Nusantara Part molding

| No | Statement | Yes | Not |
|----|--|-----|-----|
| 1. | PT. Tiga Mutiara Nusantara in Kec. Dolok Merawan already give wages employee corresponding with applicable standards | 11 | 19 |
| 2. | Colleague work always give Support to I for work more good again . | 14 | 16 |
| 3. | The job that I do moment this corresponding with ability I | 15 | 15 |

based on Table 1.1 Satisfaction pre- survey Work at PT. Tiga Mutiara Nusantara molding section in the District of Dolok Merawan rated still low, marked salary with shape other compensation received outside wages not yet corresponding with hope employee. this prove that satisfaction work obtained employee still not optimal. in company, because related with attitude employee or feeling somebody to work at hand. Satisfaction high work believed could push enhancement work

motivation , which is on finally will increase effectiveness company in a manner whole. On the other hand, satisfaction low work raises impact negative as lack of work motivation , lack of compensation , resulting in strike work . they more easy leave company and look for chance work in other companies in other words the level discharge employee enough high . Satisfaction work reflect feeling somebody to his work , this appear in attitude positive employee to profession and all something that is faced in the company PT. Tiga Mutiara Nusantara Kec. Dolok Merawan.

The factors that influence job satisfaction is work motivation. Motivation originate from the word motive that can interpreted encouragement from in self causing a individual Act or do something . Motivation according to (Anoraga, 2014) Motivation Work is something that creates spirit or encouragement work , attitude , mentality of employees who are pro and positive to situation work that 's what strengthens motivation it works for reach maximum performance . Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good results and quality. The following is a pre survey about work motivation at PT. Tiga Mutiara Nusantara Part Moldin .

Table 1.2 Motivation pre- survey Work at PT. Tiga Mutiara Nusantara Molding Section

| No | Statement | Yes | Not |
|----|---|-----|-----|
| 1. | Me work in a manner individual and team for reach already goals set on PT. Tiga Mutiara Nusantara in Kec . My Dolok Merawan do orientation period front especially formerly | 13 | 17 |
| 2. | Employees at PT. Tiga Mutiara Nusantara in Kec . Dolok Merawan must capable work with appropriate time for reach ambition company . | 10 | 20 |

Human Resources in a company or organization has a very important role. Management, planning and organizing within the corporate environment requires Human Resources to carry out the process. Human Resources or Employees are company assets that are important for the company to pay attention to and must be maintained as well as possible. Seeing the conditions above, human resource management is needed by companies to manage and overcome problems related to the conditions, tasks and conditions of human resources or employees in a company.

According to (Daryanto, 2017) states that "Human resource management, abbreviated HRM, is a science or a way of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so as to achieve common goals companies, employees and society to the maximum. Based on the opinions of the experts above, it can be concluded that human resource management is a science in organizing and planning and processing relationships and the role of an individual or employee in carrying out responsibilities towards the company effectively and efficiently in achieving the goals desired by the company.

The discussion related to human resource management becomes a discussion which becomes a systematic and structured process to carry out all existing management processes within a corporate environment. By having a systematic management, the company has goals to be achieved and realized through human resource management. According to (Daryanto, 2017) human resource management activities within an organization can be classified into several functions, namely:

1) Planning Function (*Planning*)

Is the function of determining human resource management programs that will help achieve company goals.

2) Function (*Organizing*)

Is the function of compiling and forming an organization by designing the structure and relationships between workers and the tasks that must be done, including determining the division of tasks, authority and responsibility.

3) *Directing* Function (Director)

It is the function of providing encouragement to workers so that they can and are able to work effectively and efficiently according to the goals that have been planned.

4) Control Function (*Controlling*)

It is the function of measuring, supervising and controlling the activities carried out to find out how far the plans that have been set, especially in the field of manpower, have been achieved.

The objectives of human resource planning according to (Sedarmayanti., 2017) , namely:

5) To determine the quality and quantity of employees who will fill all company positions.

6) To guarantee the availability of present and future workforce, so that every job is done by someone.

7) To avoid the occurrence of mismanagement and overlap in the implementation of tasks.

8) To facilitate coordination, integration and synchronization (KIS) so that work productivity increases.

9) To avoid shortages and/or excess employees.

10) To become a guideline in establishing withdrawal programs, development selection, compensation, discipline, and employee termination.

According to (Sutrisno, 2017) Human resource planning is greatly influenced by both factors originating from within the organization itself (internal factors) and factors originating outside the organization (external factors).

11) Internal Factors

Various obstacles exist within the organization itself, such as: strategic plans, budgets, production and sales estimates, business expansion or new activities, and organizational design and work assignments. In addition, internal factors can also be sorted based on the system, such as: management and organizational information systems, financial management systems, marketing and market systems, and implementation management systems.

12) External Factors

These are various factors whose growth and development are beyond our capabilities, which include external factors, namely: Economic Situation, Socio-Cultural, Politics, Legislation, Technology, and Competitors

METHODS

Type research to be conducted in study this is a type of research quantitative . Research type quantitative quoted from (Sugiyono, 2018) is method based research on philosophy positivism , used for researching on population or sample particular , data collection using instrument research , data analysis is quantitative or statistics with purpose for test hypothesis that has set . Characteristic study in study this that is Development . According to (Sugiyono, 2017) study Development aim for develop something existing product there is however could tested appropriateness as well as its effectiveness . And development from (Harahap & Khair, 2019) with title Influence Leadership and Compensation To Satisfaction Work Through Motivation Work at PT PLN (Persero) Main Unit Northern Sumatra Generation . Difference study this with previously located on object under study and period time , and results in do analysis .

This research was conducted at PT. Tiga Mutiara Nusantara Molding Section in Dolok Merawan District, Kalembak Village. This research was conducted from March to September 2022.

Population and Sample

Population is region generalizations that consist above : the object / subject specified by researcher with election quality and characteristics certain for understood and for give conclusion (Sugiyono, 2014) . In study this population is PT employees Three Pearls of the Archipelago Molding Section in the District of Dolok Merawa n which amount 112 people employee.

Technique Data Collection

Given the large number of population, the researchers used the type of sampling *Non-Probability Sampling* , which is a sampling technique that does not provide an opportunity for every element or member of the population to be selected as a sample. Furthermore, in determining the number of samples, the researcher uses the Slovin formula, as follows:

$$n = \frac{N}{1 + Ne^2}$$

description : n : Amount sample

N : Amount population

e : Tolerance limits error (*error tolerance*)

By using an e value of 10%, the results obtained are:

$$\frac{112}{1 + (112)(0,10)^2}$$

$n = 52.83$ rounded up to 53 respondents

Based on the results of the formula for determining the number of samples above, the number of sample members in this study was 53 people.

Technique sampling

sampling technique is a sampling technique, which is used in this study is *non probability sampling*. According to Sugiyono (2018) , *Accidental sampling* is a sampling technique based on chance, that is, anyone who accidentally/accidentally meets the researcher can be used as a sample, if it is deemed that the person met by chance matches the data source. This technique is used by researchers who happen to meet anyone throughout PT. Tiga Mutiara Nusantara the molding section of Dolok Merawan District which is suitable as a data source.

RESULTS AND DISCUSSION

Based on the results of hypothesis testing that has been done, the next stage is an explanation of the relationship between the variables in this study which is then associated with consumer behavior, previous studies and management science so that it can support pre-existing statements. The explanation of the results is as follows:

1. Effect of Compensation (X) on Work Motivation (Z)

Based on the results of the analysis of hypothesis 1, it can be seen that $t_{\text{count}} (4.051) > t_{\text{table}} (2.007)$, as well as with a significance value of $0.000 < 0.05$, it can be concluded that the first hypothesis is accepted, meaning that the compensation variable (X) affects the work motivation variable (Z) . The results of this study are in accordance with the results of research conducted by (Harahap & Khair, 2019) entitled Influence Leadership And Compensation To Satisfaction Work Through Motivation Work on PT PLN (Persero) Main Unit Northern Sumatra Generation . Which means that Compensation is a major consideration factor for PT. Tiga Mutiara Nusantara so that they are motivated in carrying out their work and are able to provide ideas at work.

2. Effect of Compensation (X) on Job Satisfaction (Y)

Based on the results of the analysis of hypothesis 2, it can be seen that $t_{\text{count}} (8.034) > t_{\text{table}} (2.008)$, as well as with a significance value of $0.000 < 0.05$, it can be concluded that the second hypothesis is accepted, meaning that the compensation variable (X) affects the satisfaction variable Work (Y) . The results of this study are in accordance with the results of research conducted by (Nurhayati, 2018) with the title Influence Compensation And Motivation To Satisfaction Work Employee At Pt. Sulselbar Bank Branch Sharia Maros . Which means that compensation is a major consideration factor for PT. Tiga Mutiara Nusantara so that employees feel satisfied to carry out their work because the wages given are also in accordance with work standards.

3. Effect of Work Motivation (Z) on Job Satisfaction (Y)

Based on the results of the analysis of hypothesis 3, it can be seen that from the description it can be seen that $t_{\text{count}} (2.160) > t_{\text{table}} (2.008)$, and the significance value is

0.036 < 0.05, so it can be concluded that the third hypothesis is accepted, meaning that the variable Work Motivation (Z) effect on the variable Job Satisfaction (Y). The results of this study are in accordance with the results of research conducted by (Harahap & Khair, 2019) entitled The Influence of Leadership and Compensation on Job Satisfaction Through Work Motivation at PT PLN (Persero) North Sumatra Main Generation Unit. Which means that work motivation is a major consideration factor for PT. Tiga Mutiara Nusantara a so that employees feel satisfied in carrying out their work.

4. Effect of Compensation (X) on Job Satisfaction (Y) through Work Motivation (Z)

Based on the results of the analysis of hypothesis 4, it shows that the direct effect of the Compensation variable (X) on the Job Satisfaction variable (Y) is 0.721 . While the indirect effect through the variable Work Motivation (Z) is $0.493 \times 0.194 = 0.095$. From the calculation results obtained, it shows that the indirect effect through the Work Motivation variable (Z) is smaller than the direct effect on the Job Satisfaction variable (Y). These results indicate that the variable of Work Motivation cannot be a bridging variable or a mediating variable between compensation variables on job satisfaction .

CONCLUSION

Based on the results of research and discussion regarding the effect of Compensation on Job Satisfaction with Work Motivation as an *Intervening Variable* " At PT. Tiga Mutiara Nusantara Part Molding in Kec. Dolok Merawan , it can be concluded that:

1. Based on the results of the analysis of hypothesis 1 , it can be concluded that the first hypothesis is accepted, meaning that the compensation variable (X) influences the work motivation variable (Z) . This reflects that the greater the compensation given by PT. Tiga Mutiara Nusantara will be more motivated by employees at work.
2. Based on the results of the analysis of hypothesis 2 it can be concluded that it can be concluded that the second hypothesis is accepted, meaning that the Compensation variable (X) has an effect on the Satisfaction variable Work (Y). This means that the higher the compensation given, the more satisfied the employee will be .
3. Based on the results of the analysis of hypothesis 3 , it can be concluded that the third hypothesis is accepted, meaning that the variable Work Motivation (Z) affects the variable Job Satisfaction (Y). This reflects that if employees are motivated to eat, employees will be more satisfied at work .
4. Based on the results of the analysis of hypothesis 4, it shows the direct influence of the Compensation variable (X) on the Job Satisfaction variable (Y). While the indirect effect is through the variable Work Motivation (Z). the indirect effect through the Work Motivation variable (Z) is smaller than the direct effect on the Job Satisfaction variable (Y).

Thank-you note

Acknowledgments are given to those who have helped during the research process to all my tim.

REFERENCES

- Afandi. (2018). *Manajemen Sumber Daya Manusia Teori Konsep dan Indikator*. Zanafa Publishing.
- Andriana, E. (2019). *Pengaruh Kompensasi terhadap Kinerja Karyawan dengan Motivasi sebagai Variabel Intervening (Studi Empiris pada PT. Iskandar Indah Printing Textile)*.
- Anoraga, P. (2014). *Psikologi Kerja*. Jakarta : Rineka Cipta.
- arifin, noor. (2016). *Analisis Kualitas Kehidupan Kerja, Kinerja dan Kepuasan Kerja pada CV. Duta Senenan Jepara*, (Online). *Journal Uny*, 8(1).
- Daryanto, B. dan. (2017). *Manajemen Penilaian Kinerja Karyawan (1st ed.)*. Gava Media.
- Donni Junni Priansa. (2014). *Perencanaan & Pengembangan SDM*. Bandung : Alfabeta
- Eko Widodo, S. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (Edisi 8) (08 ed.)*. Semarang : Badan Penerbit.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro: Semarang.
- Handoko. (2014). *Manajemen Personalialia & Sumberdaya Manusia*. PT. Bumi. Aksara, Jakarta.
- Harahap, D. S., & Khair, H. (2019). *Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja*. 2(1), 69–88.
- Hasibuan, M. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusiaperusahaan*. Remaja Rosdakarya, Bandung.
- Nurhayati. (2018). *Pengaruh Kompensasi Dan Motivasi Terhadap Kepuasan Kerja Karyawan Pada PT. Bank Sulselbar Cabang Syariah Maros*. Program Studi Manajemen Fakultas Ekonomi Dan Bisnis Universitas Muhammadiyah Makassar.
- Pratiwi, Y. (2019). *Pengaruh Kompensasi dan Motivasi terhadap Kinerja Pegawai pada PDAM Tirtanadi Provinsi Sumatera Utara*. 1–59. <http://repository.umsu.ac.id>
- Rivai, V. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik (J. R. Press (ed.))*.
- Robbins, Stephen P., T. A. J. (2016). *Perilaku Organisasi (Jakarta : Salemba Empat. (ed.); edisi 16)*. Jakarta : Salemba Empat.
- Roni Binsar Tua Pasaribu. (2020). *Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan (Studi Kasus Di Perusahaan Taruna Jaya)*. Universitas Islam Negeri Syarif Hidayatullah Jakarta.

- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. PT Refika Aditama. Bandung.
- Siagian, S. (2012). *Manajemen Sumber Daya Manusia*. In Bumi Aksara, Jakarta.
- Sugiyono. (2014). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet.
- Sugiyono. (2016). *Metode penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta, CV Bandung.
- Sugiyono, P. D. (2017). *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D*. Penerbit CV. Alfabeta: Bandung.
- Sugiyono, P. D. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R&B*. In Penerbit CV. Alfabeta: Bandung.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia (09 ed.)*. Kencana.
- Wibowo. (2017). *Manajemen Kinerja (05 ed.)*. PT. Raja Grafindo Persada.

Copyright and License



This is an open access article distributed under the terms of the Creative Commons Attribution 4.0 International License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.
© 2021 Andinna Ananda Yusuff

Published by IPI Global Press in collaboration with the Inovasi Pratama Internasional Ltd