



THE EFFECT OF COMPENSATION ON JOB SATISFACTION WITH WORK MOTIVATION AS AN INTERVENING VARIABLE (Case Study at PT. Tiga Mutiara Nusantara Molding Section in Dolok Merawan District)

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Abstract

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 Molding Section in Kec. Dolok Merawan, it can be concluded that: 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. 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) influences the Job Satisfaction variable (Y). This can be interpreted that the higher the compensation given, the more satisfied employees will be. 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. 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).

Keywords: *compensation, motivation, job satisfaction*

1. INTRODUCTION

PT. Tiga Mutiara Nusantara Kec. Dolok Merawan is a company that is responsible for the wood processing industry by producing laminated plywood and decorative plywood. From the results of observations of the number of wood processing from PT. Tiga Mutiara Nusantara Kec. Dolok Merawan increased due to the need for laminated plywood and decorative plywood, so that employees at PT. Tiga Mutiara Nusantara part of molding Kec. Dolok Merawan is required to be able to meet wood processing targets, resolve consumer complaints, as well as meet service needs, the need for close cooperation, a demanding work tempo, and interact with consumers. All of that has consequences and influences on employees. In this study, researchers focused more on the problems experienced by the molding parts of PT. Tiga Mutiara Nusantara Kec. Dolok Merawan, whether employees are satisfied or not with their jobs.

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. Job satisfaction can show a positive attitude of employees towards the work that must be completed. The following is a pre-survey on employee job satisfaction at PT. Tiga Mutiara Nusantara molding section in Dolok Merawan District. One of the factors that influence job satisfaction is work motivation. Motivation comes from the word motive which can be interpreted as encouragement from within that causes an individual to act or

do something. Motivation according to (Anoraga, 2014) Work Motivation is something that creates enthusiasm or work encouragement, attitudes, mentality of employees who are pro and positive towards work situations that strengthen their work motivation to achieve 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. Three Pearls of the Archipelago Molding Section in Dolok Merawan District. Factors that are no less important can affect work motivation is Compensation. According to (Hasibuan, 2019) Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.

Compensation is a form of reward for reciprocity to the company for the services performed by employees, every employee's performance in the organization or company wants to get the compensation expectations that employees want. Compensation is also the provision of compensation financially or non-financially, directly or indirectly, which is equally distributed to all employees for the achievement of an organization. The following is a pre-survey regarding compensation at PT. Three Pearls of the Archipelago Molding Section in Dolok Merawan District.

2. IMPLEMENTATION METHOD

The type of research that will be carried out in this study is a type of quantitative research. This type of quantitative research quoted from (Sugiyono, 2018) is a research method based on the philosophy of positivism, used to research on certain populations or samples, collecting data using research instruments, analyzing data quantitative or statistical with the aim of testing established hypotheses. The population is a generalization area consisting of: objects/subjects determined by researchers with a selection of certain qualities and characteristics to be understood and to provide conclusions (Sugiyono, 2014). In this study the population is employees of PT. Tiga Mutiara Nusantara Molding Section in Dolok Merawan District, totaling 112 employees.

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. The 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 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. Data collection techniques or methods used in this research are interviews and questionnaires.



3. RESULTS AND DISCUSSION

3.1 Validity test

Table 1 Validity test Results

Variable Job satisfaction (Y)			
Statement	r _{count}	r _{table}	validity
1	0,910	0.3610	Valid
2	0,677	0.3610	Valid
3	0,639	0.3610	Valid
4	0,883	0.3610	Valid
5	0,694	0.3610	Valid
Work Motivation Variable (Z)			
Statement	r _{count}	r _{table}	validity
1	0,900	0.3610	Valid
2	0,925	0.3610	Valid
3	0,836	0.3610	Valid
4	0,888	0.3610	Valid
Compensating Variable (X)			
Statement	r _{count}	r _{table}	validity
1	0,903	0.3610	Valid
2	0,762	0.3610	Valid
3	0,676	0.3610	Valid
4	0,906	0.3610	Valid

Source: Primary Data processed, 2022

Based on Table 1, shows that all statement points, both the Job Satisfaction variable (Y), the Work Motivation variable (Z) and the Compensation variable (X) have a higher r count value than the r table value, so that it can be concluded if all statements for each variable are stated valid.

3.2 Reliability Test

Table 2 Reliability Test Results

Variable	Cronbach Alpha	Constant	Reliability
Job Satisfaction Variable (Y)	0,797	0.6	Reliable
Work Motivation Variable (Z)	0,838	0.6	Reliable
Compensating Variable (X)	0,819	0.6	Reliable

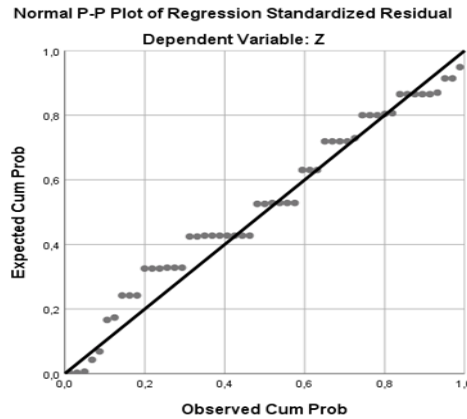
Source: Primary Data processed, 2022

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tools in this study have fulfilled the reliability test (reliable and can be used as a measuring tool).

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3.3 Classic assumption test



Source: Primary Data processed, 2022

Figure 1 Normal P Plot of Equation I

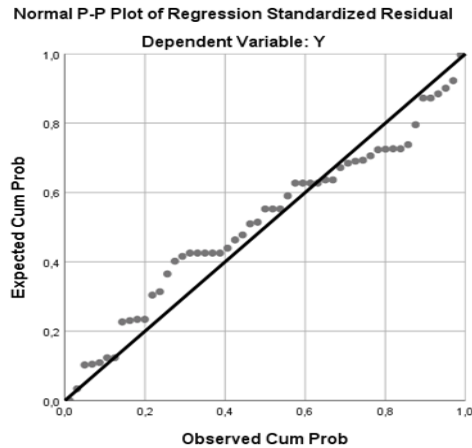
Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line, if the distribution of the residual data is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25 are as follows:

Table 3 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value	
N		53	
Normal Parameters, b	Means	17.6037736	
	std. Deviation	1.08753738	
Most Extreme Differences	absolute	,259	
	Positive	,121	
	Negative	-,259	
Test Statistics		,259	
asymp. Sig. (2-tailed)		,000c	
Monte Carlo Sig. (2-tailed)	Sig.	,111d	
	99% Confidence Intervals	LowerBound	,110
		Upperbound	,112

- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. Based on 10000 sampled tables with 2000000 starting seeds.
- Source: Primary data processed, 2022

From the output in table 3 it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.111. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed



Source: Primary Data processed, 2022

Figure 2 Normal P Plot of Equation II

Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line, if the distribution of the residual data is normal then the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25 are as follows:

Table 4 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value	
N		53	
Normal Parameters, b	Means	21.8301887	
	std. Deviation	2.13684851	
Most Extreme Differences	absolute	,168	
	Positive	,103	
	Negative	-,168	
Test Statistics		,168	
asympt. Sig. (2-tailed)		,001c	
Monte Carlo Sig. (2-tailed)	Sig.	,190d	
	99% Confidence Intervals	LowerBound	,183
		Upperbound	,198

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 299883525.

Source: Primary Data processed, 2022

From the output in table 4.10 it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.190. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

3.4 Multicollinearity Test

Table 5 Multicollinearity Test Results

Coefficients^a

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
X	,757	1.322
Z	,757	1.322

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Based on table 5 it can be seen that the tolerance value of the Compensation variable (X) is 0.757 and Work Motivation (Z) is 0.757 which is greater than 0.10 while the VIF value of the Compensation variable (X) is 1.332, which is less than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10, so there is no correlation symptom in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

3.5 Heteroscedasticity Test

Table 6 Heteroscedasticity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1,383	1.314		1.053	,298
	X	,090	,075	,190	1,199	,236
	Z	-,112	,073	-,244	-1,541	,130

a. Dependent Variable: Abs_RES

Source: Primary Data processed, 2022

Based on table 6, it is known that the significant value of the Compensation variable (X) is 0.236, the significant value of the Work Motivation variable (Z) is 0.130, where both are greater than 0.05 so it can be concluded that there are no symptoms of heteroscedasticity.

3.6 Linear Regression Testing

Table 7 Linear Regression Results Equation I

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	8,736	2.205		3,961	,000
	X	,507	,125	,493	4,051	,000

a. Dependent Variable: Z

Source: Primary data processed, 2022

Based on these results, the linear regression equation has the formulation: $Z = b_0 + b_1X + e_1$, so that the equation is obtained: $Z = 8.736 + 0.507X + e_1$

The description of the multiple linear regression equation above is as follows:

- A constant value (b_0) of 8.736 indicates the magnitude of the Work Motivation variable (Z) if the Compensation variable (X) is equal to zero.
- The regression coefficient value of the Compensation variable (X) (b_1) is 0.507 indicating the large role of the Compensation variable (X) on the Work Motivation variable (Z). This means that if the Compensation variable factor (X) increases by 1 value unit, it is predicted that the Work Motivation variable (Z) increases by 0.507 value units.

The results of data processing for equation II can be seen in table 8 below:

Table 8 Linear Regression Results Equation II

Model		Unstandardized Coefficients		Coefficients ^a	Q	Sig.
		B	std. Error	Standardized Coefficients Betas		
1	(Constant)	2,797	1,879		1,489	,143
	X	,861	,107	,721	8,034	,000
	Z	,225	,104	,194	2,160	,036

a. Dependent Variable: Y

Source: Primary data processed, 2022

Based on these results, the linear regression equation has the formulation: $Y = b_0 + b_2X + b_3Z + e_2$, so that the equation is obtained: $Y = 2.797 + 0.861X + 0.225Z + e_2$

The description of the multiple linear regression equation above is as follows:

- A constant value (b_0) of 2.797 indicates the magnitude of the Job Satisfaction variable (Y) if the Compensation variable (X) and Work Motivation variable (Z) are equal to zero.
- The regression coefficient value of the Compensation variable (X) (b_2) is 0.861 indicating the large role of the Compensation variable (X) on the Job Satisfaction variable (Y). This means that if the Compensation variable factor (X) increases by 1 value unit, it is predicted that the Work Satisfaction Variable (Y) will increase by 0.861 value units assuming the Work Motivation variable (Z) is constant.
- The regression coefficient value of the Work Motivation variable (Z) (b_3) is 0.225 indicating the large role of the Work Motivation variable (Z) on the Job Satisfaction variable (Y) with the assumption that the Compensation variable (X) is constant. This means that if the variable factor of Work Motivation (Z) increases by 1 value unit, it is predicted that the Job Satisfaction variable (Y) increases by 0.225 value units assuming the Compensation variable (X) is constant.

3.7 Coefficient of Determination

Table 9 Coefficient of Determination of Equation I

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,493a	,243	,229	1.93612

a. Predictors: (Constant), X

b. Dependent Variable: Z

Source: Primary data processed, 2022

Based on table 9, it can be seen that the R square value is 0.243 or 24.3%. This indicates that the Compensation variable (X) can explain the Work Motivation Variable (Z) of 24.3%, the

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remaining 75.7% (100% - 24.3%) is explained by other variables outside this research model, for example factors - Factors that influence work motivation, namely: appropriate salary, company culture, work goals, personal goals. Factors that influence Job Satisfaction, namely: opportunities for advancement, job security, salary, company and management.

The coefficient of determination of equation II can be seen in Table 10 below:

Table 10 Coefficient of Determination of Equation II

Summary model b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	,834a	,695	,683	1.44245	1,771

a. Predictors: (Constant), Z, X

b. Dependent Variable: Y

Source: Primary data processed, 2022

Based on table 10 it can be seen that the value of the adjusted R square is 0.683 or 68.3%. This indicates that the Compensation variable (X) and Work Motivation variable (Z) can explain the Job Satisfaction Variable (Y) of 68.3%, the remaining 31.7% (100% - 68.3%) is explained by other variables in outside of this research model, for example, the factors that influence job satisfaction, namely: opportunities for advancement, job security, salary, company and management. Factors that influence work motivation, namely: appropriate salary, company culture, work goals, personal goals.

3.8 t test (Partial)

Table 11 Partial Test (t) Equation I

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	8,736	2,205		3,961	,000
	X	,507	,125	,493	4,051	,000

a. Dependent Variable: Z

Source: Primary data processed, 2022

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

The form of hypothesis testing based on statistics can be described as follows:

Table 11 obtains a tcount value of 4.051 With $\alpha = 5\%$, ttable (5% ; nk = 53-1 = 52) obtained a ttable value of 2.007 From this description it can be seen that tcount (4.051) > ttable (2.007), likewise with a significance value of 0.000 < 0.05, it can be concluded that the first hypothesis is accepted, meaning Compensation variable (X) effect on the variable Work Motivation (Z).

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 on PT PLN (Persero) North Sumatra Generation Main Unit.

Table 12 Partial Test (t) Equation II

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	2,797	1,879		1,489	,143

X	,861	,107	,721	8,034	,000
Z	,225	,104	,194	2,160	,036

a. Dependent Variable: Y

Source: Primary data processed, 2022

1. Hypothesis Test Effect of Compensation variable (X) on Job Satisfaction variable (Y)

The form of hypothesis testing based on statistics can be described as follows:

From table 12, the tcount value is obtained 8,034. With $\alpha = 5\%$, $t_{table} (5\% ; nk = 53-2 = 51)$ obtained a t_{table} value of 2.008. From this description it can be seen that $t_{count} (8,034) > t_{table} (2,008)$, likewise with a significance value of $0,000 < 0,05$, it can be concluded that the second hypothesis is accepted, meaning Compensation variable (X) effect on the variable Job Satisfaction (Y). The results of this study are in accordance with the results of research conducted by (Nurhayati 2018) with the title Effect of Compensation and Motivation on Employee Job Satisfaction at Pt. Bank Sulselbar Maros Sharia Branch.

2. Hypothesis Testing Effect of Work Motivation variable (Z) on Job Satisfaction variable (Y)

The form of hypothesis testing based on statistics can be described as follows:

From table 12, the tcount value is obtained 2,160. With $\alpha = 5\%$, $t_{table} (5\% ; nk = 53-2 = 51)$ obtained a t_{table} value of 2.001. From this description it can be seen that $t_{count} (2,160) > t_{table} (2,008)$, and a significance value of $0,036 < 0,05$, it can be concluded that the third hypothesis is accepted, meaning the variable Work Motivation (Z) has an 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 on PT PLN (Persero) North Sumatra Generation Main Unit.

3.9 Path Analysis

Table 13 Value of Standardized Coefficients Equation I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	8,736	2,205		3,961	,000
	X	,507	,125	,493	4,051	,000

a. Dependent Variable: Z

Source: Primary data processed, 2022

Table 14 Value of Standardized Coefficients Equation II

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	2,797	1,879		1,489	,143		
	X	,861	,107	,721	8,034	,000	,757	1.322
	Z	,225	,104	,194	2,160	,036	,757	1.322

a. Dependent Variable: Y

Source: Primary data processed, 2022

Furthermore, the value of standardized coefficients beta will be entered into the path analysis image as follows:

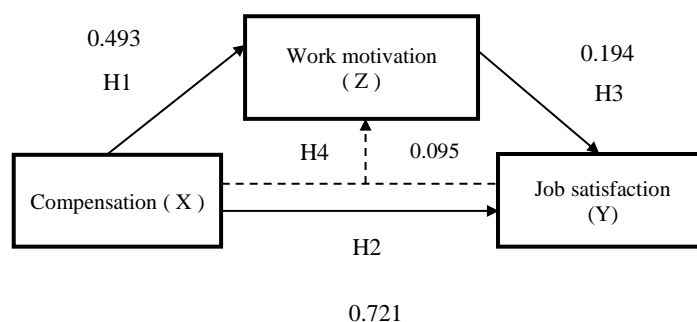


Figure 3 Path Analysis

Table 15 Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	X>Z>Y	0.721	0.095	0.068	Direct Effects > Indirect	Hypothesis Rejected

Source: Primary data processed, 2022

Results table 15 Shows thatThe path analysis image shows the direct effect of the Compensation variable (X) on the Job Satisfaction variable (Y) of 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 Work Motivation cannot be a bridging variable or a mediating variable between compensation variables on job satisfaction.

4. 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 linked to 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 it can be concluded that the first hypothesis is accepted, meaning Compensation variable (X) effecton the variable Work Motivation (Z). The results of this study are in accordance with the results of research conducted by(Harahap & Khair, 2019)entitledThe Influence of Leadership and Compensation on Job Satisfaction Through Work MotivationonPT PLN (Persero) North Sumatra Generation Main Unit. 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 it can be concluded that the second hypothesis is accepted, meaning Compensation variable (X) effecton the variable Job Satisfaction (Y). The results of this study are in accordance with the results of research

conducted by (Nurhayati 2018) with the title Effect of Compensation and Motivation on Employee Job Satisfaction at Pt. Bank Sulselbar Maros Sharia Branch. 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 it can be concluded that the third hypothesis is accepted, meaning the variable Work Motivation (Z) has an 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 on PT PLN (Persero) North Sumatra Generation Main Unit. Which means that work motivation is a major consideration factor for PT. Tiga Mutiara Nusantara 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 a direct effect of the Compensation variable (X) on the Job Satisfaction variable (Y) of 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 Work Motivation cannot be a bridging variable or a mediating variable between compensation variables on job satisfaction.

4. 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 Molding Section 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) influences the Job Satisfaction variable (Y). This can be interpreted that the higher the compensation given, the more satisfied employees 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).

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THE EFFECT OF COMPENSATION ON JOB SATISFACTION WITH WORK MOTIVATION AS AN INTERVENING VARIABLE (Case Study at PT. Tiga Mutiara Nusantara Molding Section in Dolok Merawan District)

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