

THE EFFECT OF MOTIVATION AND COMPENSATION ON JOB SATISFACTION WITH COMMITMENT AS A MODERATING VARIABLE

Hendri Khuan¹⁾, Ary Subiyantoro²⁾, Muhaimin Muhaimin³⁾, Rieneke Ryke Kalalo⁴⁾,
Matiti Kalempouw⁵⁾

¹Philippine Women's University

E-mail: hendri.khuan@gmail.com

²Yogyakarta Administration Management Academy

E-mail: arysub63@amayogyakarta.ac.id

³Antasari State Islamic University Banjarmasin

E-mail: muhaimin@uin-antasari.ac.id

⁴Tomohon Indonesian Christian University

E-mail : rinrykekalalo2@gmail.com

⁵Tomohon Indonesian Christian University

E-mail: matitilpkolisin@gmail.com

Abstract

There are several things that can affect employee job satisfaction in a company such as motivation given by colleagues and superiors, compensation for completing work and certain targets, and strengthened by the commitment that exists in the employees themselves. This study aims to examine the effect of motivation and compensation on job satisfaction with commitment as a moderating variable. This research is a quantitative research with an explanatory approach that uses primary data on Bank BCA employees with a minimum criteria of having worked for more than one year spread throughout the islands of Indonesia as many as 250 people. Data is distributed through questionnaires and analyzed using smart PLS 3.0. The research results show that motivation and compensation have a positive and significant effect on job satisfaction. Interestingly, after being moderated by the commitment variable, the effect of compensation and motivation on job satisfaction is increasingly significant.

Keywords : *Motvation, Compensation, Commitment, Satisfication.*

1. INTRODUCTION

Companies that have employees with good quality will try to be able to build a good relationship with employees as a form of emotional bond that will foster employee loyalty to the company. This can be realized by the company by paying attention to employee job satisfaction in the company. that employee Satisfied with their work will have a positive impact on the company. Satisfaction felt by employees will be able to grow employee loyalty to the company encourage employees to have a commitment to the company, so that employees will provide maximum contribution to the company.

Ardana (Ardana, 2013) states job satisfaction is a person's perspective, both positive and negative about his job. According to Robbins (Robbins, 2018) defines job satisfaction as a positive or negative feeling about one's work which is the result of an evaluation of its characteristics. In increasing job satisfaction, the organization, in this case the school, takes several ways, for example through education, training, creating a conducive work environment, giving motivation and proper compensation.

Siagian (Ginting & Siagian, 2021) explains that motivation is the driving force that results in an organization member willing and willing to carry out an activity that is his responsibility and fulfill his obligations. Simamora (Simamora et al., 2015) explains that the word motivation comes from the basic word motive which means encouragement, cause or reason for humans to do something. Thus motivation means a condition that encourages or becomes a conscious cause. From the opinions of these experts, the researcher can conclude that motivation is an impulse that exists within a person to do or not to take an action in terms of activities to achieve company goals.

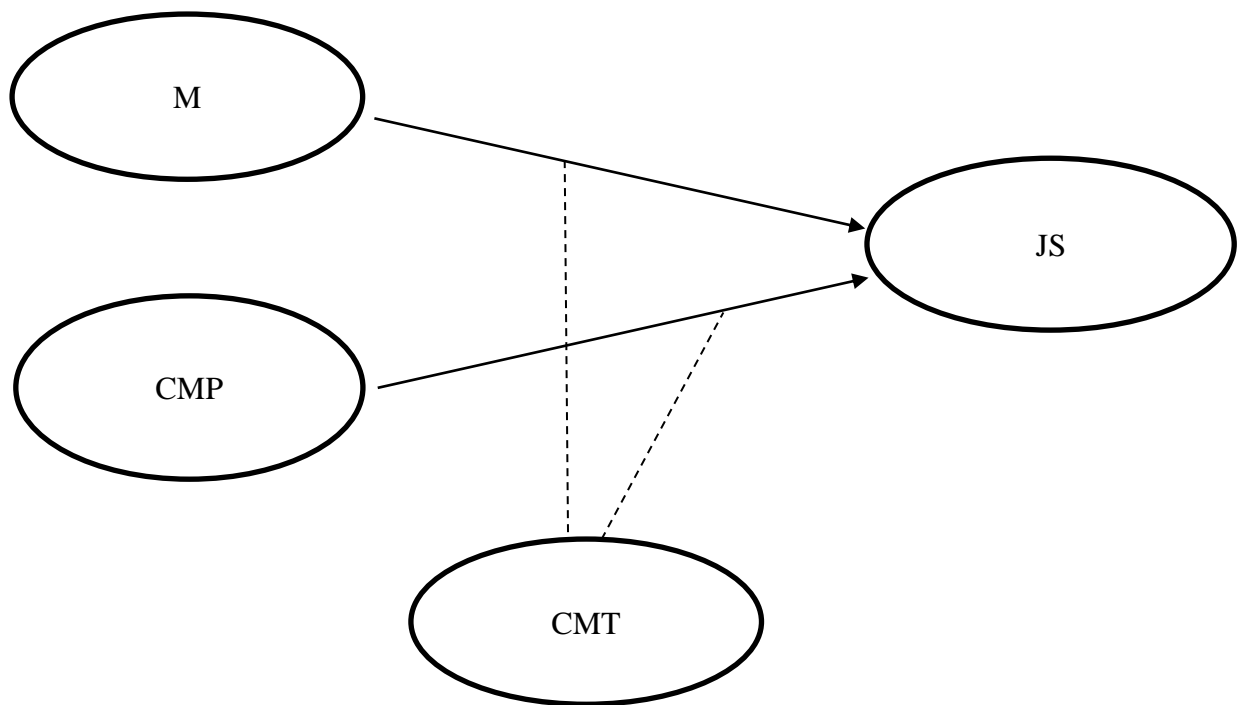
A number of studies (Hidayat et al., 2021) & (Hakim & Muhdi, 2020) show that motivation has a positive and significant effect on job satisfaction. Conversely, according to (Mempengaruhi et al., n.d.) motivation does not have a positive effect on job satisfaction because there are other factors that can have a positive and significant influence on motivation.

In addition to motivation, researchers also believe that compensation also has an influence on job satisfaction. work motivation is a process that is carried out for move employees so that their behavior can be directed towards achieving the goals set by the company. According to Hasibuan (2011: 118) compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. It can be concluded that compensation is everything in the form of compensation received by employees.

A number of studies show (Wahyuni & Irfani, 2019), (Santika, 2019), and (Hakim & Muhdi, 2020) show that compensation has a positive and significant effect on job satisfaction. As a differentiator from other studies, this study uses a commitment variable as a moderating variable. (Teguh et al., 2017). This research was conducted at BCA bank which is the largest bank in Asia and is spread across every island in Indonesia.

2. RESEARCH METHODS

This research is a quantitative research with an explanatory approach. Explanatory research is research that explains the causal relationship between variables through hypothesis testing. In this study, primary data was used which was distributed through questionnaires to 250 BCA bank employees spread throughout Indonesia with a minimum of two years working criteria. The questionnaire is in the form of multiple choices consisting of strongly agree, agree, moderate, disagree, and strongly disagree. The sampling technique in this study used the side pruposvibe technique. Purposive sampling is a sampling technique that is carried out based on the characteristics assigned to the target population elements that are adjusted to the objectives or research problems that have met the minimum sampling. This research was analyzed using smart PLS 3.0 with the following research model:



Note :

M : Motivation
CMP : Compensation
JS : Job Satisfaction
CMT : Commitment

Hypothesis

- H1: The relationship between motivation and job satisfaction.
- H2: Relationship of compensation to job satisfaction.
- H3: Commitment moderates motivation on job satisfaction.
- H4: Commitment moderates compensation on job satisfaction.

3. RESULT AND DISCUSSION

3.1 Result

Convergent Validity

Convergent validity aims to determine the validity of each relationship between indicators and constructs or latent variables. Dalam penelitian ini terdapat 28 item pertanyaan yang terdiri atas 8 item pertanyaan motivasi, 8 item pertanyaan kompensasi, 6 item pertanyaan ite komitemen, dan 6 pertanyaan item kepuasa kerja:

Table 1
Convergent Validity

Variable	Question Item	Loading Factor
Motivation (X1)	Employees enjoy work	0.810
	Employees like challenges at work	0.856
	Employees are ambitious in developing careers	0.871
	The influence of superiors in motivating employees	0.901
	The influence of other employees in motivating employees who are experiencing difficulties	0.892
	Achievement when completing the target well	0.873
	Company programs in increasing motivation	0.853
	Owned job is the purpose of life	0.856
Compensation (X2)	Payroll accuracy	0.876
	The amount of salary compared to the company's competitors	0.871
	Salary adequacy to meet daily needs	0.823
	Equal distribution of salary to each employee	0.905
	Salary increase if the employee excels	0.867
	Holiday allowance	0.823
	Providing semester allowances	0.856
	Provision of benefits for over 5 years of service and so on	0.876
Commitment (Z)	Happy in completing work in the company	0.967
	Company problems must be solved together	0.981
	The company is part of the family	0.995
	Fear of leaving the company and not being accepted by another company	0.891
	It's hard to find a company that has the same level of pay and comfort as this company	0.923

	My loyalty to this company	0.911
Job Satisfaction (Y)	The workplace gives satisfaction to employees	0.891
	Other employees give satisfaction	0.889
	Facilities give satisfaction to employees	0.910
	Compensation gives satisfaction to employees	0.915
	The motivation of superiors gives satisfaction to employees	0.889
	Customers provide satisfaction to employees	0.894

Source: Data processed by researchers, 2023

Description : Valid >70

Cronbach Alfa and Composite Realibility

The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb used for the Composite Reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Ghozali, 2016). Composite reliability measures the actual reliability value of a variable while Cronbach alpha measures the lowest value of the reliability of a variable so that the composite reliability value is > 0.6 and the Cronbach Alpha value is > 0.60. For example Composite Reliability for all constructs is above the value of 0.60.

Table 2
Composite Reliability and Cronbach Alfa

Variable	Composite Realibility	Cronbach Alfa
Motivation	0.860	0.901
Compensation	0.875	0.916
Commitment	0.912	0.948
Job Satisfaction	0.876	0.929

Source: Data processed by researchers, 2023

Description : Valid >70

The results above show that the Composite Reliability value is above 0.70/>0.70 and the Cronbach Alfa is above 0.60/>0.60. Based on these results, it can be concluded that the variables above are reliable and meet the next test requirements.

3.2 Discussion

Path Coefisien

Table 3
Path Coefisien

	Variable	T-table	Information
Direct Influence	M--->JS	0.005	Accepted
	CMP---> JS	0.002	Accepted
Moderation	CMT*M---> JS	0.000	Accepted
	CMT*CMP---> JS	0.000	Accepted

Source: Data processed by researchers, 2023

H1: The relationship between motivation and job satisfaction

Based on the test results above, it can be concluded that the motivation variable has a positive and significant effect on the satisfaction variable because the t-table value is smaller than 0.05, which is 0.005. This is in line with (Hidayat et al., 2021) & (Hakim & Muhdi, 2020) saying that increasing employee motivation will increase comfort, peace, and harmony between employee relationships with other employees and employees with their superiors. On the other hand, this research is not in line with the research to (Mempengaruhi et al., n.d.). Based on these results, the first hypothesis in this study can be **accepted**.

H2: Relationship of compensation to job satisfaction

The test results above show that the Compensation variable has a positive and significant effect on the Satisfaction variable because the t-table value is smaller than 0.05, which is 0.002. These results are in line with research (Wahyuni & Irfani, 2019), (Santika, 2019), and (Hakim & Muhdi, 2020) because by increasing compensation all employee needs will be easily fulfilled and employee workload will decrease. These things can increase satisfaction for each employee. Thus, the second hypothesis in this study can be **accepted**.

H3: Commitment moderates motivation on job satisfaction

Based on the test results above, it can be concluded that the Commitment variable can moderate the Motivation variable on the Satisfaction variable because the t-table value is smaller than 0.05, which is equal to 0.000. These results indicate that the author's experiment was successful because there was a significant shift in value from testing the motivation variable on job satisfaction by 0.005 to 0.000 moderated by the commitment variable. Thus, the third hypothesis in this study can be **accepted**.

H4: Commitment moderates compensation on job satisfaction

Based on the test results above, it can be concluded that the Commitment variable can moderate the Compensation variable on the Satisfaction variable because the t-table value is smaller than 0.02, which is equal to 0.000. These results indicate that the author's experiment was successful because there was a significant shift in value from testing the Compensation variable on job satisfaction by 0.002 to 0.000 moderated by the commitment variable. Thus, the third hypothesis in this study can be **accepted**.

4. CONCLUSION

Based on the description above, it can be concluded that the Motivation and Compensation variables each have a positive and significant effect on the satisfaction variable because the t-table value is smaller than 0.05, namely 0.005 for the motivation variable and 0.002 for the Compensation variable. In line with the researchers' experiments, after being moderated by the Commitment variable, the influence of the Motivation and

Compensation variables on the Satisfaction variable became increasingly significant, namely 0.000 for each variable. It can be concluded that increasing motivation and compensation as external factors moderated by commitment from within employees as internal factors will increase employee job satisfaction, especially the 250 BCA Bank employees spread throughout Indonesia.

REFERENCES

- Ardana, K. (2013). *Perilaku Keorganisasian*. Graha Ilmu.
- Ginting, G., & Siagian, V. (2021). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Guru Di Sekolah Adent Air Bersih Medan Saat Pandemi Covid-19. *Jurnal Ilmiah Manajemen Ubhara*, 3(2), 96. <https://doi.org/10.31599/jmu.v3i2.965>
- Hakim, A. R., & Muhdi, M. (2020). Motivasi Kerja Dan Kompensasi Terhadap Kepuasan Kerja Guru Smk Swasta Di Wilayah Timur Kabupaten Pematang. *Jurnal Pendidikan Ilmu Sosial*, 29(2), 105–115. <https://doi.org/10.23917/jpis.v29i2.9354>
- Hidayat, F., Suryaman, M., Fitriani, R., & Nugraha, B. (2021). Pengaruh Motivasi dan Lingkungan Kerja terhadap Kepuasan Kerja di UKM Nahla Toys Cikampek. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5(1), 31–38. <https://doi.org/10.31294/widyacipta.v5i1.9827>
- Mempengaruhi, F. Y., Kerja, K., & Handayani, I. (n.d.). (*Studi pada Karyawan PDAM Kota Malang*). 40(1), 141–149.
- Robbins, P. S. (2018). *Perilaku Organisasi*. Prehalindo.
- Santika, L. G. (2019). Pelatihan dan Kompensasi Terhadap Kepuasan Kerja Serta Dampaknya Untuk Kinerja Karyawan. *Jurnal Manajemen*, 10(1), 77. <https://doi.org/10.32832/jm-uika.v10i1.1883>
- Simamora, N. A., Kamello, T., Sembiring, R., & Leviza, J. (2015). Asas Itikad Baik Dalam Perjanjian Pendahuluan (Voor Overeenkomst) Pada Perjanjian Pengikatan Jual Beli Rumah (Studi Putusan Pengadilan Negri Simalungun No 37/PDT/PLW/2012/SIM). *USU Law Journal*, 3(3), 84–96.
- Teguh, R., Bambang Swasto, S., & Ika, R. (2017). PENGARUH KOMPENSASI TERHADAP KEPUASAN KERJA DAN KINERJA KARYAWAN (Studi pada Karyawan PT PLN (Persero) Distribusi Jawa Timur Area Malang). *Jurnal Administrasi Bisnis (JAB)*, 35(2), 1–9.
- Wahyuni, R., & Irfani, H. (2019). Terhadap Kepuasan Kerja Dalam. *Jurnal PSYCHE 165 Fakultas Psikologi*, 12(1), 1–10.