

**THE EFFECT OF JOB SATISFACTION AND COMPENSATION ON
PERFORMANCE OF EMPLOYEES IN MULTINATIONAL AUTOMOTIVE
COMPANY**

**PENGARUH KEPUASAN KERJA DAN KOMPENSASI TERHADAP KINERJA
KARYAWAN PADA PERUSAHAAN OTOMOTIF MULTINASIONAL**

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ABSTRACT

Employee performance is individual because each employee has a different level of ability in carrying out their duties. Performance depends on a combination of abilities, efforts, and opportunities that are obtained. This study aims to see how much the influence of compensation and job satisfaction together on the performance of employees of PT. ASTRA International Tbk - Daihatsu partially and simultaneously. In this study, the type of research used is associative research. Where the writer tries to know the relationship between two variables partially or simultaneously. This study's method of collecting data used a questionnaire with multiple linear regression analysis methods. The results of the study show that partial compensation and job satisfaction affect the performance of employees at PT. ASTRA International Tbk - Daihatsu. Simultaneously partial compensation and job satisfaction affect the performance of employees of PT. ASTRA International Tbk – Daihatsu with a contribution of 65.9%.

Keywords: *Compensation; work satisfaction and performance.*

ABSTRAK

Kinerja pegawai bersifat individual karena setiap pegawai memiliki tingkat kemampuan yang berbeda-beda dalam melaksanakan tugasnya. Kinerja tergantung pada kombinasi dari kemampuan, usaha, dan kesempatan yang diperoleh. Penelitian ini bertujuan untuk melihat seberapa besar pengaruh kompensasi dan kepuasan kerja secara bersama-sama terhadap kinerja karyawan PT. ASTRA International Tbk - Daihatsu secara parsial dan simultan. Dalam penelitian ini, jenis penelitian yang digunakan adalah penelitian asosiatif. Dimana penulis mencoba untuk mengetahui hubungan antara dua variabel secara parsial maupun simultan. Metode pengumpulan data penelitian ini menggunakan kuesioner dengan metode analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa secara parsial kompensasi dan kepuasan kerja berpengaruh terhadap kinerja karyawan PT. ASTRA Internasional Tbk - Daihatsu. Secara simultan kompensasi parsial dan kepuasan kerja berpengaruh terhadap kinerja karyawan PT. ASTRA International Tbk – Daihatsu dengan kontribusi sebesar 65,9%.

Kata Kunci: Kompensasi; kepuasan kerja dan prestasi

INTRODUCTION

The success or failure of an organization in carrying out its duties and functions is closely related to the actors of the organization, or with HR (human resources) has a very strategic role in determining the success or failure of achieving performance in an organization. Human Resources (HR) is a very influential factor in an organization. Organizations are created for the benefit of humans in achieving their vision, and in their implementation are taken care of by humans. So humans are the determining factor in an organization.

Employees are the main wealth or assets for a company, where they will be planners, executors and controllers who always play an important role in realizing the vision of a company. Employees have thoughts, feelings and desires that can influence their attitude towards the work they do. According to Asmara (2020) Human Resources (HR) is an important aspect for the development of a country. The existence of abundant natural resources is not commensurate with the existence of human resources as managers. Conversely, the existence of human resources must be supported by the availability of natural resources. Therefore, high quality human resources are needed in an effort to increase the competitiveness of a country. Natural resources are materials that humans can process into whatever they want. Forest products, marine products, agricultural products, and everything contained in nature can be utilized by humans to meet human needs. This depends on the ability of humans to process it into useful results.

According to Suryani et al (2020) Having employees with good performance can make it easier for

organizational leaders to mobilize them to achieve goals, besides that quality human resources can be expected to encourage the achievement of the organization's competitive advantage. With good management, the organization will indirectly be able to encourage employees to make a positive contribution to their individual and team performance, where the performance they produce will be able to affect the final performance of the organization as a whole.

Basically, employee performance is an individual thing, because each employee has a different level of ability in doing their job. Performance is influenced by a combination of aptitude, effort, and access to resources. This means that performance is the result of employees working for a certain period of time and the emphasis is on the work completed by employees within a certain period of time set by the organization.

According to Sondang Rizki, (2016) the factors that affect employee performance are compensation, competence, motivation, work discipline, environment and work culture. Meanwhile, according to Wijaya, (2018) and Azhari et al (2021) state that job satisfaction is one of the factors that affect kariawa performance. Compensation is another factor in encouraging someone to improve their performance. In addition, compensation is also maintenance to stay afloat. Providing a proper compensation will attract high quality people to join, maintain quality employees, and motivate employees to improve their performance. The compensation system can be in the form of direct or indirect compensation which most importantly can improve employee welfare. According to Marsinah (2019)

Compensation is everything that workers or laborers receive in return for their contributions to the company, including salaries, provision of benefits, facilities that can be enjoyed by workers / laborers in the form of money or not.

Based on research conducted by (Sondang Rizki, 2016) shows that compensation variables affect the performance of KPC employees in Sangatta. This situation illustrates that the compensation provided by the KPC company which consists of the level of compensation (basic salary), bonuses and other benefits, health insurance or educational assistance, and insurance, is able to provide encouragement to employees to complete work according to the standards set by the company. That the issue of compensation is not only important because it is the main drive of an employee, but the issue of compensation is also important because the compensation provided has a big influence on the enthusiasm and work enthusiasm of its employees. how to improve performance in an organization is seen from compensation and work discipline. Research has also been conducted by Saman (2020) through an international journal entitled "effect of compensation on employee satisfaction and employee performance". The purpose of this study is to ascertain how salary affects employee performance and work satisfaction in mining companies. Data is gathered through interviews, observations, and literature reviews. The Partial Least Square (PLS) approach was used to analyze the data from the study of 50 employees. The findings of this study show that pay, in addition to having a large impact on employee performance, has a significant impact on job satisfaction. Meanwhile, research conducted by

Riyadi (2011) states that compensation cannot have an influence on employee performance.

In addition to compensation, an employee's performance is also influenced by job satisfaction. Employees' willingness to stay present on time, actively can be caused by the satisfaction that employees get from their jobs and companies. Here it can be said that job satisfaction really reflects how employees feel about their performance. Employees with quality performance are needed by the company in order to improve the quality of a company. For quality employee performance, employees should get job satisfaction. When an employee feels job satisfaction at work, the employee tends to carry out his duties and obligations to the best of his ability. According to Hessel Nogi S. Tangkilisan (2005: 164) The degree to which a person enjoys his or her position within an organization is known as job satisfaction. The degree to which each employee feels they are fairly compensated for their contributions to the organization they work for. Thus, job satisfaction concerns the psychology of individuals in the organization, which is caused by the circumstances he feels from his environment.

According to research conducted by (Wijaya, 2018) and (Azhari et al, 2021) that job satisfaction affects employee performance. This shows that job satisfaction has an influence on employee performance, where there is a relationship between employee performance and job satisfaction. This job satisfaction is measured based on basic salary, salary increase opportunities, appreciation for employee work, and promotion. Meanwhile, research conducted by Nabawi (2019)

states that job satisfaction has no effect on employee performance. This shows the difference in previous research.

PT ASTRA Internasional Tbk - Daihatsu is one of the largest automotive companies engaged in distribution, sales after sales service. DSO (Daihatsu sales operation) is the sole distributor and retailer of Daihatsu brand vehicles. DSO is responsible for managing the distribution of Daihatsu products to branches and dealers, as well as managing after sales service (workshop & spare parts). Currently Daihatsu holds the second rank in the national automotive mapping share after Toyota.

Based on initial observations, the performance of the company PT ASTRA Internasional Tbk - Daihatsu, is considered poor because there are indications that employees complain about the compensation provided by the company because they feel that it does not match the work they have done and the lack of good communication between company leaders and their employees, so that this phenomenon also affects their performance. The following is a decrease in performance in a year at PT. ASTRA Internasioinal Tbk - Daihatsu set by the company. In the period 2018 - 2020 at PT. ASTRA Internasional Tbk - Daihatsu.

One of the things that PT ASTRA International Tbk - Daihatsu does to improve employee performance is through compensation. Providing adequate compensation can encourage improved employee performance. If the performance of each individual or employee is good, it will contribute to better company performance. Compensation is the total of all rewards received by employees on the basis of substitutes for the services they have provided. In general, the form of

compensation is financial because of the expenses made by the organization or company. Compensation is also a meaningful aspect for employees because the amount of compensation reflects the size of their value among the employees themselves. Because compensation is the most sensitive issue, it is one of the most crucial functions in human resource management.

Also, compensation must be paid in accordance with the contributions that employees have made to the business in the form of bonuses, subsidies, and welfare benefits. Then, additional pay and benefits based on employee performance can be a powerful motivator to enhance individual or team performance. Compensation is one of the important elements that can be used to improve work because compensation is a tool to meet various employee needs. With compensation or salary, some employees will be more enthusiastic about working to meet their needs. And compensation is a reward given by the company to its employees for the services that have been given to the company. Compensation is very influential on employees, because compensation can increase employee motivation and can increase employee performance.

Based on interviews that researchers have conducted with employee A, it was found that there are several complaints that are often reported by other employees related to work, namely not matching salary with workload, incompatibility with superiors, lack of appreciation given to work, and employees are not satisfied with the facilities provided by the company. Employee A has worked for the company for more than 10 years.

Employee A had complained about the management in the company. The statement made by employee A shows that appreciation for work needs to be done so that employees feel that the work they do is valuable and has meaning. When employees do not receive appreciation, they will feel dissatisfied with their work.

In the second interview with employee B, it was found that there are still employees who are not satisfied with the compensation provided by the company, the bonus provided by the company which is still lacking is a complaint from employee B. Based on information from employee B, there has never been a serious case related to lack of job satisfaction. The responses that arise when employees are dissatisfied based on the results of interviews with employee B include being lazy to come to work, coming to the office late, not doing work seriously, and complaining both about work and about coworkers and superiors. The purpose of this study was to analyze the effect of compensation on employee performance at PT ASTRA International Tbk - Daihatsu, the effect of job satisfaction on employee performance at PT ASTRA International Tbk - Daihatsu, and the effect of compensation and job satisfaction together on employee performance at PT ASTRA International Tbk - Daihatsu.

RESEARCH METHOD

Both primary and secondary data sources were employed to get the information for this investigation. Primary data is information collected directly from the subject of the study, either directly from the subject (respondents) or through a company that handles data for research purposes, such

as by conducting direct interviews with participants in the research project. Data that supports primary data is known as secondary data. Reading, learning, and gaining understanding through other media are ways to obtain secondary facts. By reading, analyzing, and comprehending information from other media, including data from businesses involved in the subject being examined as well as literature and library books, secondary data can be acquired.

To facilitate the author in obtaining research data, the authors conducted research by taking the object of research at PT ASTRA International Tbk - Daihatsu Pondok Pinang Branch JL. Ciputat Raya No.22, RW.12, pd pinang, Kec. kby. Lama, South Jakarta City, Special Capital Region 12310. The time taken by the author in conducting this research began in July 2020 - December 2020 to collect data, process data, analyze and draw conclusions.

According to Sugiyono, (2009) "population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions". The population in this study consists of two, namely the target population and the affordable population. The target population in this study were employees at PT ASTRA International Tbk - Daihatsu, while in this study, the population was employees of PT ASTRA International Tbk - Daihatsu, totaling 50 employees.

In the study, the authors used the Saturated Sampling method, which is a technique for determining the sample when all members of the population are used as samples. This is often done if the population is relatively small. This method is done because the population members of PT ASTRA International

Tbk - Daihatsu are homogeneous. To avoid subjectivity in determining the sample, the sample is taken from the population using the help of the SPSS version 2.5 program, the instrument used to collect data is a questionnaire. Because all populations are considered samples, namely 50 people.

RESULT AND DISCUSSION

Partial Significance Test (t test)

One of the hypotheses in research utilizing multiple linear regression analysis is tested using the t test. Each variable is only partially tested using the t test. The results of the t test can be viewed in the sig column of the Coefficients table, according to Juanda (2009). It can be claimed that there is a partial influence of the independent variable on the dependent variable if the probability is less than 0.05. It can be claimed that there is no effect of the independent variables on the dependent variable if the probability is greater than 0.05.

Tabel 1. Results of the t-test

Model	Coefficients ^a					
	B	Std. Error	Unstandardize	Standardized	t	
			d Coefficients	Coefficient		
1 (Constant)	3,005	3,412			,881	,383
Kompensasi	,306	,122		,256	2,512	,015
Kepuasan Kerja	,720	,114		,642	6,295	,000

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2022

Based on the SPSS output in table 1, the coefficient in the t test above and comparing the t count with the t table of 2.0129 obtained from the t table with $df = n-k-1$ ($50-3-1$), namely 46 and alpha 0.05. The following is a discussion of the partial test between compensation, and job satisfaction on the performance of PT Astra International employees.

1) Effect of Compensation (X1) on Employee Performance (Y)

The significance value for the t

test findings for the compensation variable (X1) on employee performance (Y) is 0.015, which is less significant than 0.05 (0.015 < 0.05) and the t count is larger than the t table ($2.512 > 2.012$). The positive t value suggests that there is a one-way relationship between employee performance and compensation (X1) (Y). Hence, the inference is that H_0 is rejected while accepting H_a . This demonstrates that PT Astra International employees perform better when they are paid more. The findings of this study support Lilyana & Theodore's (2017) research, which found that salary has a favorable and significant impact on employee performance. The study by Riana et al. (2017) further supports the idea that pay has an impact on employee performance.

2) The Effect of Job Satisfaction (X2) on Employee Performance (Y)

The work satisfaction variable's impact on employee performance was tested using the t test, and the results show a significant value of 0.000, which is less than 0.05 and higher than ttable. The positive tvalue suggests that there is a one-way relationship between employee performance and job satisfaction. Therefore, it can be said that H_0 is rejected but H_a is accepted. This demonstrates that employee performance at PT Astra International is positively impacted by job satisfaction. As stated by Robbins & Coulter (2010), wherein a person's attitude toward his or her employment is reflected by job satisfaction. This may be seen in the employees' upbeat attitudes about their jobs and every challenge they confront at work. Employees that are happy with their jobs have a tendency to show up to work more frequently, perform well, and show loyalty to the company. This is evident in the employees' positive

perspectives on their work and every other issue they face on the job. When an employee is content in their position, they are more likely to attend work regularly, perform well, and be loyal to the business. Then, study by Putra et al. (2016) showed that employee performance is positively impacted by job satisfaction.

Simultaneous Significance Test (F Test)

One of the hypotheses in a study that use multiple linear regression analysis is tested using the F test. The F test is employed to ascertain the simultaneous (combinatorial) impact of independent factors on the dependent variable. The ANOVA table's sig. column, which has the following criteria, displays the F test results: It can be claimed that there is a substantial interaction between the independent factors and the dependent variable if the probability value is less than 0.05. There is no significant interaction between the independent factors and the dependent variable if the probability value is greater than 0.05.

Tabel 2. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	661,801	2	330,900	45,382	,000 ^b
	Residual	342,699	47	7,291		
	Total	1004,500	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Compensation

Source: Primary data processed, 2022

Effect of Compensation (X1) and Job Satisfaction (X2) on Employee Performance (Y)

Simultaneous testing of the effect of compensation (X1) and job satisfaction (X2) on employee performance (Y). Based on the calculated F_{value} of $45.382 > F_{\text{table}} 3.2$ and a significance value smaller than the probability of 0.05 ($0.000 < 0.05$),

then H_a is accepted and H_o is rejected. This means that together (simultaneously) compensation (X1) and job satisfaction (X2) affect employee performance (Y) PT Astra International Tbk.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, the following conclusions can be drawn Partially shows the value of $t_{\text{count}} = 2.512$ greater $t_{\text{table}} = 2.0129$ ($2.512 > 2.0129$) with a significant value of 0.000 less $\alpha = 0.05$. This shows that compensation has a positive and significant effect on employee performance at PT Astra Internasional Tbk - Daihatsu. Partially, the value of $t_{\text{count}} = 6.295$ is greater than $t_{\text{table}} = 2.0129$ ($6.295 > 2.0129$) with a significant value of 0.000 less $\alpha = 0.05$ ($0.000 < 0.05$). This shows that job satisfaction has a positive and significant effect on the performance of employees of PT Astra Internasional Tbk - Daihatsu. Simultaneously shows the value of $F_{\text{count}} = 45.382$ greater than $F_{\text{table}} = 3.2$ ($45.382 > 3.2$) and the value of sig. = 0.000 smaller than $\alpha = 0.05$. This shows that compensation and job satisfaction together significantly affect employee performance at PT Astra Internasional Tbk - Daihatsu. Through the coefficient of determination test, it shows that the compensation and job satisfaction variables have an influence of 65.9% on employee performance at PT. Astra Internasional Tbk - Daihatsu.

Based on the results of the discussion of the conclusions above, several suggestions can be given for companies that are expected to be accepted and able to overcome and improve employee performance at PT. Astra Internasional Tbk - Daihatsu. The suggestions given are as follows In

terms of compensation, PT Astra Internasional Tbk - Daihatsu is expected to pay attention to the dimensions that reflect compensation, by providing salaries / wages that are in accordance with the workload of employees so that employees can provide maximum work results for the company.

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