

Influence of job design and compensation on employee job satisfaction at PT Dian Megah Indo Perkasa

Afifa Ainun Nur Anisah¹, Gunawan²

¹Faculty of Economics, Digital Technology University, Bandung, Indonesia

²Faculty of Business and Management, Widyatama University, Bandung, Indonesia

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ABSTRACT

This research aims to analyze the influence of job design and compensation on employee job satisfaction at PT. Dian Megah Indo Perkasa. The research method used is explanatory survey method with descriptive and verificative approach. Data were collected through questionnaires distributed to 43 employees of PT. Dian Megah Indo Perkasa as respondents using census. Data analysis was performed using multiple linear regression analysis, determination coefficient, and hypothesis testing. The results of the study indicate that job design and compensation have a positive and significant effect on employee job satisfaction, both partially and simultaneously. Job satisfaction is influenced by job design and compensation, while the rest is influenced by other factors. Good job design, including autonomy, task variety, and task significance, as well as fair and competitive compensation, can enhance employee job satisfaction. Therefore, companies are advised to pay attention to job design that matches employees' abilities, involve employees in decision-making, and provide fair and proportional compensation to increase employee job satisfaction, thus supporting overall company productivity and performance.

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Corresponding Author:

Afifa Ainun Nur Anisah

Faculty of Economics, Digital Technology University

Jl. Cibogo No. Indah 3, Mekarjaya, Kec. Rancasari, Kota Bandung, Jawa Barat, 40000

Email: afifaainun123@gmail.com

1. INTRODUCTION

In the dynamic era of globalization today, the development of the business world in a country is increasing, including in Indonesia (Tambunan, 2020). The business sector plays an important role in driving economic growth and the advancement of a country. Without developing businesses, it would be difficult for a country to progress and be recognized on the global stage (Mathew et al., 2006). Business has become an activity pursued by various groups, both individuals and companies, because of its continuously increasing opportunities and its ability to help achieve organizational goals, such as increasing profits through quality products that attract consumer interest (Kotler & Keller, 2016).

In running a business, human resources (HR) are a critical factor in determining the success of a company (Jiang et al., 2012). Therefore, HR needs to be managed appropriately to play an optimal role in supporting the company's progress. Effective HR management can enhance the performance, dedication, loyalty, and love of employees for their work (Dess et al., 2014). This establishes HR as a valuable asset that must be continuously improved in terms of efficiency and productivity.

To achieve increased HR efficiency and productivity, companies must be able to create conditions that encourage and enable employees to develop their abilities and skills to the fullest (Bakker & Demerouti, 2017). One of the efforts that organizations and companies can undertake is to provide satisfying management, such as through appropriate job design and compensation (Milkovich et al., 2013; Morgeson & Humphrey, 2006).

A well-designed job, aligned with the employees' areas of expertise and preferences, can enhance work spirit, motivation, and job satisfaction (Grant et al., 2009). When employees feel that their work is meaningful, provides autonomy, and has appropriate complexity, they tend to be more engaged and motivated to complete their tasks well (Morgeson & Humphrey, 2006). However, according to the HRD of PT. Dian Megah Indo Perkasa, the company provides limited freedom in decision-making for employees and does not match the complexity of the work with job descriptions. This can affect employee job satisfaction and ultimately impact company performance.

In addition to job design, compensation is also an important factor affecting employee job satisfaction (Milkovich et al., 2013). Employee compensation includes all forms of pay provided to employees arising from their employment, such as salaries, bonuses, benefits, and other incentives (Dess et al., 2014). Providing compensation that matches employees' contributions, is fair, and competitive can enhance job satisfaction, work spirit, and employee retention (Milkovich et al., 2013). Conversely, inadequate or unfair compensation can lower employee motivation and productivity, as well as increase turnover (Milkovich et al., 2013).

PT. Dian Megah Indo Perkasa is a company engaged in the sale of plastic containers for household needs and equipment. The company was established in 2000 and produces plastic containers that are safe to use for food and beverages, with advantages such as being shatterproof, antimicrobial, airtight, and microwave-safe. In its development, PT. Dian Megah Indo Perkasa faces strong competition from similar companies, such as Tupperware, which sells similar products (Kotabe & Helsen, 2020). To compete and maintain competitive advantage, the company must continue to innovate creatively in product manufacturing to avoid falling behind competitors (Dess et al., 2014). Additionally, the company needs to pay attention to how its employees work to ensure they can work optimally and achieve maximum productivity (Bakker & Demerouti, 2017).

Employee job satisfaction is a key factor in enhancing work quality and productivity, as well as achieving the company's competitive advantage (Judge et al., 2017). Employees who are satisfied with their jobs tend to be more committed, more productive, and provide better service to customers (Judge et al., 2017). Conversely, job dissatisfaction can lead to decreased performance, increased absenteeism, and higher turnover (Dessler, 2015). Therefore, maintaining employee job satisfaction is crucial for companies to retain quality human resources and support business success.

Based on this background, this study aims to analyze the influence of job design and compensation on employee job satisfaction at PT. Dian Megah Indo Perkasa. By understanding the factors that affect job satisfaction, the company can take appropriate steps to improve employee job satisfaction, thereby enhancing productivity and overall company performance.

2. METHOD

This research uses descriptive and verification methods. The descriptive method aims to describe or analyze the results of a study without making broader conclusions (Sugiyono, 2019), while the verification method is used to test the truth of hypotheses using statistical calculations (Sugiyono, 2019). Based on the descriptive and verification approaches conducted through field data collection, the research method used is the explanatory survey method. The explanatory survey method is used to explain causal relationships between two variables through hypothesis testing by taking samples from a population (Creswell, 2019).

2.1 Population and Sampling Technique

The population in this study comprises all employees of PT. Dian Megah Indo Perkasa, totaling 60 people. A sample is a part of the population with the same characteristics (Sugiyono, 2019). In this study, the entire population was used as respondents because the population size is relatively small, thus using the saturation sampling method or census (Sugiyono, 2019).

2.2 Operationalization of Research Variables

Operationalization of variables is anything defined by the researcher to be studied to obtain information about it, from which conclusions can be drawn (Sugiyono, 2019). The variables in this

study consist of independent variables (job design and compensation) and the dependent variable (job satisfaction).

2.3 Data Collection Techniques

The data collection techniques used in this study include field research through questionnaires and documentation, as well as library research. Questionnaires are used to collect primary data, while documentation is used to obtain secondary data about the general state of the company. Library research is conducted to gain theoretical insights in analyzing the research problems.

2.4 Instrument Testing Techniques

The research instrument used is a questionnaire containing a list of questions. To test the validity and reliability of the instrument, a validity test is conducted using the correlation technique, and a reliability test is conducted using Cronbach's Alpha (Sugiyono, 2018). An instrument is considered valid if the r-count value is greater than the r-table value, and it is considered reliable if the Cronbach's Alpha value is greater than 0.60 (Sugiyono, 2018).

2.5 Data Analysis Techniques

2.5.1 Classical Assumption Test

Before conducting multiple linear regression analysis, a classical assumption test is carried out, which includes normality test, multicollinearity test, and heteroscedasticity test (Ghozali, 2016).

2.5.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the influence of independent variables on the dependent variable (Sugiyono, 2019). The multiple linear regression model in this study is:

$$Y=a+b_1X_1+b_2X_2+e \quad (1)$$

Description:

- Y = Job Satisfaction
- a = Constant
- X_1 = Job Design
- X_2 = Compensation
- b_1, b_2 = Regression coefficients
- e = Error term

2.5.3 Correlation and Determination Coefficients

The correlation coefficient is used to determine the strength of the relationship between the independent variables and the dependent variable (Sugiyono, 2019). The determination coefficient is used to determine how much influence the independent variables have on the dependent variable (Sugiyono, 2019).

2.5.4 Hypothesis Testing

Hypothesis testing consists of partial test (t-test) and simultaneous test (F-test). The t-test is used to test the partial influence of independent variables on the dependent variable (Sugiyono, 2019), while the F-test is used to test the simultaneous influence of independent variables on the dependent variable (Sugiyono, 2019).

3. RESULTS AND DISCUSSION

3.1 General Overview of Respondents

3.1.1 Respondent Characteristics

The characteristics of the respondents in this study are described based on gender, age, last education level, and length of employment. Here is the discussion:

a. Gender

The majority of respondents are male, totaling 14 people (60.9%), while female respondents total 9 people (39.1%). This indicates that most employees at PT Dian Megah Indo Perkasa are male.

b. Age

The majority of respondents are in the age range of 31-40 years, totaling 11 people (47.8%), while respondents over 50 years old total only 2 people (8.7%). This shows that most employees at PT Dian Megah Indo Perkasa are in their productive age.

c. Last Education

Level The majority of respondents have a high school education, totaling 12 people (52.2%), while respondents with elementary and junior high school education each total only 1 person (4.3%). This indicates that PT Dian Megah Indo Perkasa recruits many employees with a high school background.

d. Length of Employment

The majority of respondents have worked for 1-3 years, totaling 15 people (65.2%), while respondents with less than 1 year and more than 5 years of employment each total only 2 people (8.7%). This shows that most employees are quite loyal to the company, as indicated by their 1-3 years of service.

Table 1. Respondent Characteristics

Respondent Characteristics	Category	Frequency	Percentage (%)
Gender	Male	14	60,9
	Female	9	39,1
Age	<20 years	0	0
	21-30 years	7	30,4
	31-40 years	11	47,8
	41-50 years	3	13
	>50 years	2	8,7
Last Education	SD	1	4,3
	SMP	1	4,3
	SMA	12	52,2
	D1	3	13
	D3	3	13
	S1	5	21,7
	S2	0	0
Length of Employment	<1 years	2	8,7
	1-3 years	15	65,2
	3-5 years	4	17,4
	>5 years	2	8,7

3.1.2 Descriptive Overview of Research Variables

a. Job Design

Overall, respondents' responses to the job design variable resulted in an average score of 82.1 (71.4%), which falls into the "good" category. This indicates that job design at PT Dian Megah Indo Perkasa is already good, in terms of job specialization, skill variety, decision-making autonomy, task significance, and interdependence.

b. Compensation

Respondents' responses to the compensation variable resulted in an average score of 83 (72.2%), which falls into the "good" category. This means that the compensation at PT Dian Megah Indo Perkasa is already good, including salary, wages, incentives, bonuses, insurance, work allowances, work facilities, and other benefits.

c. Job Satisfaction

Respondents' responses to the job satisfaction variable resulted in an average score of 82.9 (72.1%), which falls into the "good" category. This indicates that job satisfaction at PT Dian Megah Indo Perkasa is already good, in terms of job variety, job-education fit, communication, cooperation, supervisor support, openness, salary, job promotion, and fairness.

Table 2. Descriptive Overview of Research Variables

Variable	Average Score	Percentage (%)	Category
Job Satisfaction	82,9	72,1	Good
Job Design	82,1	71,4	Good
Compensation	83	72,2	Good

Overall, the general overview of respondents and their responses to the research variables indicate good results, indicating that PT Dian Megah Indo Perkasa has implemented good job design and compensation, thereby creating good job satisfaction among its employees.

3.2 Classical Assumption Test

3.2.1 Normality Test

The normality test is conducted to determine whether the data are normally distributed or not. In this study, the normality test uses the Kolmogorov-Smirnov test. The results of the normality test can be seen in the following table and figure:

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		23
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.73401542
Most Extreme Differences	Absolute	.151
	Positive	.151
	Negative	-.069
Test Statistic		.151
Asymp. Sig. (2-tailed)		.189 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, the Asymp. Sig. (2-tailed) value obtained is $0.189 > 0.05$. It means that the data in the variable are normally distributed. This is also supported by the P-Plot Normality Test graph, which shows points following the diagonal line.

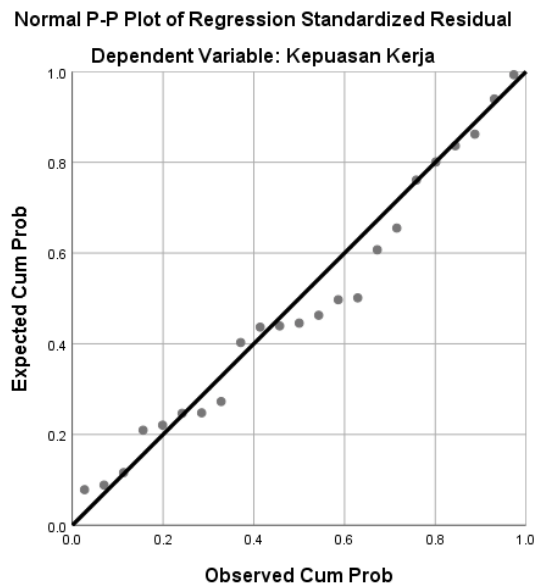


Figure 1. P-Plot Normality Test

3.2.2 Multicollinearity Test

Multicollinearity test aims to detect whether there is correlation between independent variables in the regression model. The results of the multicollinearity test can be seen in the following table:

Table 4. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Desain Kerja	.891	1.123
	Kompensasi	.891	1.123

a. Dependent Variable: Kepuasan Kerja

Based on the table above, Tolerance values > 0.1 and VIF values < 10 are obtained for all independent variables. This indicates that there is no multicollinearity in the regression model.

3.2.3 Heteroscedasticity Test

Heteroscedasticity test aims to test whether there is inequality of variance from the residual of one observation to another in the regression model. The results of the heteroscedasticity test can be seen in the following figure:

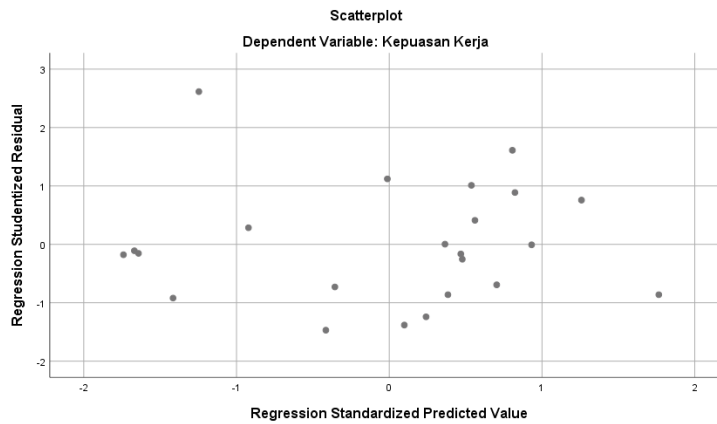


Figure 2. Heteroscedasticity Test Results

Based on the Scatterplot above, it can be observed that the formed plot does not have a clear pattern, and the points are scattered above and below the number 0 on the Y-axis. This indicates that there is no heteroscedasticity in the regression model.

3.3 Multiple Linear Regression Analysis

Table 5. Multiple Regression Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.423	7.349		-.194	.848
	Desain Kerja	.612	.180	.530	3.406	.003
	Kompensasi	.620	.130	.740	4.759	.000

a. Dependent Variable: Kepuasan Kerja

Regression equation:

$$Y = -1.423 + 0.612(X1) + 0.620(X2) + e$$

Interpretation of regression coefficients:

1. The constant value of -1.423 means that without the influence of job design and compensation, job satisfaction already exists at 1.423 units.
2. The regression coefficient of job design (X1) of 0.612 means that for every increase of 1 unit in job design, job satisfaction increases by 0.612 units, assuming other variables remain constant.
3. The regression coefficient of compensation (X2) of 0.620 means that for every increase of 1 unit in compensation, job satisfaction increases by 0.620 units, assuming other variables remain constant.

3.4 Coefficient of Determination Analysis

Table 6. Coefficient of Determination Test Results Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.569	.526	3.91627

a. Predictors: (Constant), Kompensasi, Desain Kerja

Hasil uji R Square sebesar 0,569. Artinya, kepuasan kerja dipengaruhi oleh desain kerja dan kompensasi sebesar 56,9%, sedangkan sisanya 43,1% dipengaruhi oleh faktor lain yang tidak diteliti.

3.5 Hypothesis Testing

3.5.1 Partial Test (t-test)

Table 7. t-test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-1.423	7.349		-.194	.848
	Desain Kerja	.612	.180	.530	3.406	.003
	Kompensasi	.620	.130	.740	4.759	.000

a. Dependent Variable: Kepuasan Kerja

- 1) Job design has a significant effect on job satisfaction ($t=3.406$, $\text{sig}=0.003<0.05$).
- 2) Compensation has a significant effect on job satisfaction ($t=4.759$, $\text{sig}=0.000<0.05$).

3.5.2 Simultaneous Test (F-test)

Table 8. F-test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	405.110	2	202.555	13.207	.000 ^b
	Residual	306.743	20	15.337		
	Total	711.853	22			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Kompensasi, Desain Kerja

The F-test result yields an F value of 13.207 and a significance of $0.000 < 0.05$. This means that simultaneously, job design and compensation have a significant effect on job satisfaction.

Interpretation:

- 1) Job design and compensation individually have a positive and significant effect on employee job satisfaction.
- 2) Job design and compensation simultaneously have a significant effect on employee job satisfaction.
- 3) Job satisfaction is influenced by job design and compensation by 56.9%, while the remaining is influenced by other factors.

Job design, also known as job design, is a crucial factor that can affect employee job satisfaction. According to (Schermerhorn et al., 2010), job design refers to the process of determining specific tasks to be performed, the methods used to perform these tasks, and how the job relates to other jobs within the organization. Good job design can enhance employee motivation, satisfaction, and performance. Research conducted by (Shanock et al., 2014) found that job designs involving autonomy, task variety, and task significance positively influence employee job satisfaction. Job designs that provide freedom and flexibility in decision-making, as well as varied and meaningful tasks, can enhance employee job satisfaction. Additionally, job designs that consider ergonomic factors can also influence job satisfaction. According to (Chaffin et al., 2006), job designs that consider ergonomic principles can improve employee comfort, safety, and productivity, ultimately enhancing their job satisfaction.

Compensation is one of the critical factors influencing employee job satisfaction. According to (Dessler, 2015), compensation refers to all forms of payment or rewards given to employees arising from their employment relationship. Compensation can include salaries, wages, bonuses, incentives, allowances, and other benefits. Research conducted by (Adeoye, 2014) found a significant positive relationship between compensation and employee job satisfaction. Fair and competitive compensation can enhance employee job satisfaction as they feel valued and recognized for their contributions to the organization. Additionally, research by (Nuraeni et al., 2023) also found that both financial and non-financial compensation positively influence employee job satisfaction. Financial compensation such as salary and bonuses can fulfill employees' basic needs, while non-financial compensation such as promotion opportunities and career development can fulfill their self-actualization needs. Therefore, companies need to pay attention to a fair and competitive compensation system to ensure employees are satisfied with their jobs. Adequate compensation can not only enhance employee job satisfaction but also increase their motivation and performance.

4. CONCLUSION

Based on the respondents' feedback, the job design, compensation, and job satisfaction of employees at PT. Dian Megah Indo Perkasa are considered good. The company's job design is well received by employees, achieving the company's goal of enhancing employees' comfort and work efficiency. The compensation provided is perceived as quite satisfactory, resulting in good employee loyalty to the company. Although the level of job satisfaction among employees is deemed adequate, it needs improvement due to the company's insufficient attention to employees, leading to ineffectiveness in their work. There is a significant positive influence between job design and employee job satisfaction at PT. Dian Megah Indo Perkasa. Similarly, there is a significant positive influence between compensation and employee job satisfaction in the company.

The management of PT. Dian Megah Indo Perkasa should pay more attention to job design for employees by aligning tasks with their capabilities, empowering them to provide input on their job concepts to advance the company, and assigning tasks that can be done as a team, even if they can be done individually, to foster good and effective collaboration in solving work-related issues. To enhance employee performance, the company should provide compensation in the form of rewards for achieving targets, both individually and as a team. The company can also show care and appreciation to employees, such as organizing outbound activities or trips to reduce work-related stress. This will make employees feel satisfied with their jobs and increase their loyalty to the company.

Suggestions for future research include further investigation into the factors influencing employee job satisfaction at PT. Dian Megah Indo Perkasa, including the work environment, company culture, and relationships among colleagues. Additionally, research should be conducted on the effectiveness of implementing job designs already in place at the company, as well as management strategies to enhance employee job satisfaction. Further analysis of the impact of recognition and appreciation activities, such as outbound activities or trips, on employee satisfaction and performance is also necessary. Data collection through qualitative methods such as in-depth interviews or focus group discussions can provide a deeper understanding of employees' perceptions and experiences related to these factors.

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