



ANALYSIS DETERMINATION OF EMPLOYEE PRODUCTIVITY THROUGH COMPENSATION AND JOB SATISFACTION

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Abstract: Human resources are a parameter of resources that are needed in an organization, because human resources play an active role in an organization achieving its goals. Organizational productivity depends on the work productivity of the individuals themselves. This research was conducted with the aim of analyzing how influential compensation and job satisfaction are on the job productivity of employees of a telecommunication company. The population of this study is 75 employees and determined sample uses the Slovin formula with an error margin of 5%. Methods of data collection using survey methods, in which the research instrument is a questionnaire. This research is a quantitative research using data analysis techniques Structural Equation Model (SEM) and data processing using Partial Least Square (PLS). This research resulted in the conclusion that compensation has a positive and significant effect on work productivity, and job satisfaction also has a positive and significant effect on employee work productivity.

Keywords: Compensation, Job Satisfaction, Work Productivity

INTRODUCTION

Human resources play an active role in every organizational activity. One of the parameters that must be managed properly in every company is human resources because in order to be able to make an optimal contribution to produce the goals desired by the company. Widodo (2015: 2) explains Human resource management is a process that includes evaluating Human Resources needs, getting people to meet those needs, and optimizing the use of human resources by providing appropriate incentives and assignments, to match the needs and organizational goals where Human Resources is located.

There is a decrease in router sales so they do not meet sales targets, this shows a decrease in employee work productivity, especially in the sales division. Companies must

have quality human resources, especially salesforce so that the company goals can be achieved and compete with challenges. One of the factors that can be used to assess the quality of human resources is work productivity. Employees also feel unfairness in the distribution of compensation which results in reduced work productivity of employees. Human resources are very important for companies or organizations in managing and managing employees so that they can function productively to achieve company goals (Nugroho, M., Dewantoro, B., & Putro, P. (2021). The importance of work productivity in improving welfare has been universally based, productivity has two dimensions, the first dimension is effectiveness which leads to the achievement of maximum performance, namely the achievement of targets related to quality, quantity and time The second dimension is efficiency related to efforts to compare inputs with the realization of their use or how work is done implemented (Saragih, L. (2015). Based on the background above, the formulation of the problem in this study is as follows:

- 1) Does compensation have an effect on work productivity?
- 2) Does job satisfaction have an effect on work productivity?

LITERATURE REVIEW

Work Productivity

Productivity is the ratio between output and input. If productivity rises, this is influenced by an increase in efficiency (time, materials, labor) and work systems, production techniques and an increase in the skills of its employees, Hasibuan (2013: 41).

According to Sutrisno (2016: 104) work productivity is very important for employees in a company, with work productivity employees, expect work to run effectively and efficiently so all of this is ultimately very necessary in achieving the goals that have been set.

Refer to Sutrisno (2016:104), indicators of work productivity are 1) Ability, 2) Improve the results achieved, 3) Work enthusiasm, 4) Self-development, 5) Quality, 6) Efficient. Previous research about productivity as follows: (Brendea G. et al, 2021), (Colbert, A. E. et al.,2020), (Solà, R. et al., 2020).

Compensation

According to Wibowo (2016: 271) compensation is a package that the organization offers to workers in return for using their workforce. Compensation is a reward from the company to its employees for their hard work or contribution to the company. Providing good and correct compensation can make employees work even harder for the company. Hasibuan (2014: 119) Compensation is additional, which can be in the form of incentives, overtime bonuses or other successes generated by an employee, which can be in the form of cash, fund vouchers, goods directly or indirectly received by employees as a reward for the services they have provided to the company. Compensation can have a positive impact on employees if compensation is given effectively and correctly to employees.

Indicators of compensation are : 1) salary, 2) Incentive, 3) Bonus, 4) Benefits, 5) Facilities (Badriyah, 2015). Previous studies about Compensation among researchers: (Satmoko, 2018), (Novianto and Sujana, 2015), (Tanri, 2018), (Dewi, 2021), (Karsono et al., 2019), (Putra and Mujiati, 2022), (Pawirosumarto and Iriani, 2018), (Trang, 2016).

Job Satisfaction

Robbins (2015: 170) states that job satisfaction is an attitude that is often encountered towards one's work as a benchmark between the amount of honor received by an employee

and the amount of disbursement that is believed to be received because of what has been done. A measure of satisfaction is felt for the reality faced and received as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between expected and reality. Employees' feelings towards their work reflect their attitudes and behavior at work.

Indicators of job satisfaction are 1) The job itself, 2) Salary, 3) Promotion, 4) Supervision, 5) Work colleague. Studies about job satisfaction are strengthened by several researchers as follows: (Heryanda et al., 2019), (Hosseini et al., 2016). (Feng, Z. and Savani, K., 2020), (Rahayu et al., 2020), (Kamaruzzaman, M. et al., 2020), (Casuneanu, I. et al., 2020).

Table 1. Relevant Previous Research

No.	Author (year)	Research Result	Similarities with this article	The difference with this article
1.	Satmoko (2018)	The Influence of Compensation, Work Environment, and Work Stress on Work Productivity Through Employee Job Satisfaction Intervening Variables	Discussing compensation and work productivity	Different variables in the work environment, work stress and job satisfaction as intervening
2.	Novianto, Sujana (2015)	The Effect of Job Satisfaction and Compensation on Employee Work Productivity at the Zamrud Hotel Cirebon	Discussing job satisfaction, compensation and work productivity	Different unit analysis
3.	Tanri (2018)	The Effect of Job Satisfaction and Compensation on Employee Productivity of CV Tiga Permata	Discussing job satisfaction, compensation and employee productivity	Different unit analysis
4.	Halimatussakdiah, Suarmanayasa, Heryanda (2019)	The Effect of Work Experience and Job Satisfaction on Work Productivity of Art Shop Employees in Sukarara Village	Discussing job satisfaction and work productivity	Different variable in the work experience
5.	Dewi (2021)	The Effect of Compensation and Work Facilities on Work Productivity with Job Satisfaction as an Intervening Variable in the Association of Educational Institutions Senopati Sidoarjo	Discussing compensation, work productivity and job satisfaction	Different variable in the work facilities
6.	Hoboubi, Choobineh, Ghanavati, Keshavarzi, Hosseini (2016)	The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry.	Discussing job satisfaction and workforce productivity	Different variable in the job stress
7.	Fajarto, Aima, Karsono (2019)	The Effect of Compensation and Job Satisfaction On Increasing Productivity of Asuransi Jasindo Head Office Employees Mediated by Motivation Variable	Discussing compensation, job satisfaction and productivity	Different variable in the motivation
8.	Purta, Mujiati (2022)	The Effect of Compensation, Work Environment, And	Discussing compensation and	Different variables in the

		Work Motivation on Employee Productivity	productivity	work environment and work motivation
9.	Pawirosumarto, Iriani (2018)	The Influence of Work Stress, Working Cost, Compensation, and Work Discipline on Employee Productivity	Discussing compensation and productivity	Different variables in the work stress, working cost, and work discipline
10.	Trang (2016)	Stress and Compensation Impact on Work Productivity of Family Planning Counseling in Tomohon, North Sulawesi.	Discussing compensation and work productivity	Different variables in the stress
11.	Mihalca, L., Irimiaş, T., & Brendea, G. (2021).	Teleworking during the COVID-19 pandemic: Determining factors of perceived work productivity, job performance, and satisfaction	Discussing work productivity and satisfaction	Different variables in the job performance
12.	Sabuhari, R., Sudiro, A., Irawanto, D & Rahayu, M. (2020).	The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance	Discussing job satisfaction	Different variables in the competency, organizational culture adaptation, and employee performance
13.	Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020).	Impact of Working Environment on Job Satisfaction	Discussing job satisfaction	Different variables in the working environment
14.	Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020).	Work flexibility, job satisfaction, and job performance among Romanian employees— Implications for sustainable human resource management.	Discussing job satisfaction	Different variables in the work flexibility and job performance
15.	Zhang, X. A., Liao, H., Li, N., & Colbert, A. E. (2020).	Playing it safe for my family: Exploring the dual effects of family motivation on employee productivity and creativity.	Discussing employee productivity	Different variables in the family motivation and creativity

RESEARCH METHODS

Sugiyono (2016: 7) explains that quantitative research is research in the form of numbers and analysis using statistics. The use of methods in this research is in accordance with the case studies raised, the research intent and research objectives, namely to find out how much influence the independent variable has on the dependent variable to be studied.

The data analysis method in this study uses component or variance based Structural Equation Modeling (SEM) where the data processing uses the Smart-Partial Least Square (Smart-PLS) program version 3.0.

This research is a quantitative study using with a population of 75 employees. According to Sugiyono (2016: 81) the sample is a portion taken as an example of the total number and indicators owned by the population. The Slovin formula is used to determine the sample size of a known population, as follows:

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

Note:

n = sample size
N = population
e = error margin = 5%

So, by using the formula above, a total sample of 63 people can be obtained as research respondents.

Collection of theoretical basis that strengthens the foundation in variables, preparation of methods in data collection and processing, and preparation of instruments, to determine the statistical testing techniques used. Data collection using google scholar in order to get scientific journal articles relevant to variables in this study and a questionnaire as a research instrument and variables were measured using the Likert scale measurement method.

FINDINGS AND DISCUSSION

Descriptive Analysis

Based on the results of research conducted on 63 respondents, it can be known from the general description of the characteristics of the respondents based on gender, age, last education and length of work. For a more complete explanation, it can be seen below that a general description of the results of the research respondents is described one by one.

Table 2. Respondent Characteristic by Gender

Gender	Frequency	Percent
Male	44	69,8
Female	19	30,2
Total	63	100

Table 3. Respondent Characteristic by Age

Age	Frequency	Percent
20-24	17	27
25-30	4	6,3
31-40	6	9,5
>40	36	57,1
Total	63	100

Table 4. Respondent Characteristic by Education

Education	Frequency	Percent
High School	17	27
Diploma	9	14,3
Bachelor	33	52,4
Postgraduate	4	6,3
Total	63	100

Table 5. Respondent Characteristic by Length of Work

Years	Frequency	Percent
0-1	4	6,3
1-5	15	29,8
5-10	5	7,9

>10	39	61,9
Total	63	100

Measurement Model Test Results (Outer Model)

Convergent Validity

Convergent Validity testing is tested from each construct indicator. According to Chin in Ghozali (2014), an indicator is said to have validity if the value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.5, it will be dropped from the model.

The results shows that all indicators have met the requirements of convergent validity because they have a loading factor value above 0.50 so that it can be said that these indicators are valid.

Table 6. Result of Convergent Validity

	Compensation	Job Satisfaction	Work Productivity	Description
K1	0,667			Valid
K2	0,783			Valid
K3	0,838			Valid
K4	0,807			Valid
K5	0,792			Valid
K6	0,894			Valid
K7	0,743			Valid
K8	0,716			Valid
K9	0,737			Valid
KK1		0,669		Valid
KK10		0,636		Valid
KK11		0,843		Valid
KK12		0,826		Valid
KK13		0,861		Valid
KK2		0,773		Valid
KK3		0,854		Valid
KK4		0,852		Valid
KK5		0,657		Valid
KK6		0,802		Valid
KK7		0,697		Valid
KK8		0,774		Valid
KK9		0,813		Valid
PK1			0,843	Valid
PK2			0,824	Valid
PK3			0,909	Valid
PK4			0,914	Valid

a Discriminant Validity

Discriminant validity is determined by looking at the square root of average variance extracted (AVE) value for each construct with a correlation between the construct and the other constructs in the model, so it can be said to have a good discriminant validity value.

Table 7. Result of Average Variance Extracted (AVE)

Variables	AVE
Job Satisfaction	0,604
Compensation	0,605
Work Productivity	0,747

Table 8. Result of Discriminant Validity (Fornell Larcker Criterion)

Variables	Job Satisfaction	Compensation	Work Productivity
Job Satisfaction	0,777		
Compensation	0,772	0,778	
Work Productivity	0,728	0,788	0,864

In the table 1.7 and 1.8 it can be seen that the square root of the average variance extracted (\sqrt{AVE}) for each part of the construct is greater than the correlation between one construct and the other constructs in the model. Based on the square root value of the average of the extracted variants (\sqrt{AVE}) above, the constructs in the estimated model meet the criteria of discriminant validity.

Composite Reliability dan Cronbach’s Alpha

Composite reliability and cronbach alpha testing aims to test the reliability of instruments in a research model, if all latent variable values have composite reliability and Cronbach alpha values ≥ 0.7 this indicates that the construct has good reliability or the questionnaire used as a tool in this study been consistent. The following is the value of composite reliability and Cronbach Alpha.

Table 9. Result of Composite Reliability dan Cronbach’s Alpha

	<i>Cronbach’s Alpha</i>	<i>Composite Reliability</i>	Description
Job Satisfaction	0,944	0,952	<i>Reliable</i>
Compensation	0,918	0,932	<i>Reliable</i>
Work Productivity	0,932	0,946	<i>Reliable</i>

Structural Model Testing (Inner Model)

Testing the inner model is the development of a concept- and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. The stages of testing the structural model (Inner Model) are carried out with the following steps.

Value of R-Square (R²)

Table 10. Result of R-Square (R²)

Variable	R-Square (R ²)
Work Productivity	0,656

Based on the results of the R-Square value of 0.656 which means the variability of work discipline which can be explained by the three independent variables in the model, namely compensation and job satisfaction of 65.6% and the remaining (100 - 65.6) 34.4% is explained by other variables which are not examined in this research model.

b. Q-Square (Goodness of Fit Model)

Testing the Goodness of Fit Structural model on the inner model uses the value of predictive relevance (Q²). The Q-Square value is greater than 0 (zero) indicating that the model has a predictive relevance value. The R-Square value of each endogenous variable in this study can be seen in the following calculations:

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1^2)$$

$$Q^2 = 1 - (1 - 0,656)$$

$$Q^2 = 1 - 0,344$$

$$Q^2 = 0,656$$

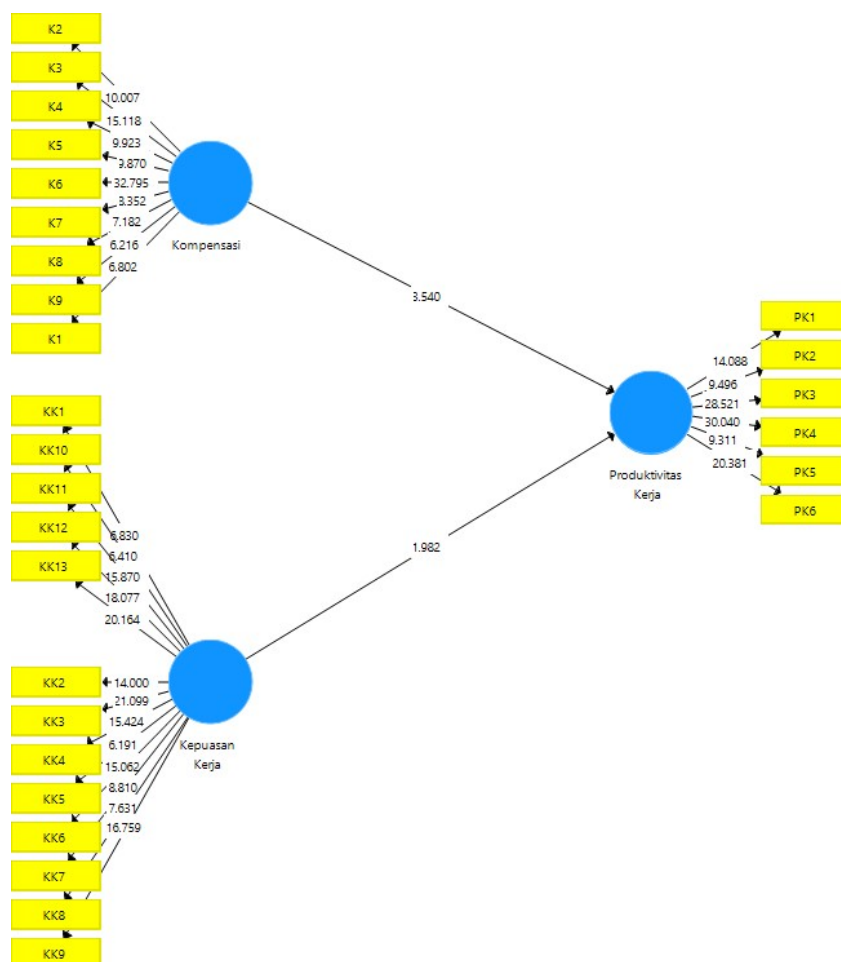
The calculation results above show a predictive relevance value of 0.656. This shows that the diversity of the research data is 65.6%. While the remaining 34.4% is explained by other factors that are outside this research model. Thus, from these results, this research model can be stated to have a good Goodness of Fit Model.

Hypothesis Testing Results

The estimated values for the path relationships in the structural model must be significant. This significant value can be obtained by the bootstrapping procedure. Look at the significance of the hypothesis by looking at the value of the parameter coefficient and the significant value of the t-statistic on the algorithm bootstrapping report. To find out whether it is significant or not, it can be seen from the t-table at alpha 0.05 (5%) = 1.96. Then the t-table is compared with the t-count (t-statistic).

Tabel 11. Result of Bootstrapping

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Compensation → Work Productivity	0,560	0,523	0,158	3,540	0,000
Job Satisfaction → Work Productivity	0,295	0,330	0,149	1,982	0,048



Picture 1. Result of Bootstrapping

Source: Output PLS, 2021

Discussion

1. Effect of Compensation on Work Productivity

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3.540, an original sample value of 0.560, and a P value of 0.000. The T-statistic value is greater than T-table 1.96, the original sample value shows a positive value, and the P values show less than 0.05. These results indicate that compensation has a positive and significant effect on work discipline.

The most dominant indicator used in measuring the compensation variable is "Bonuses given by companies can increase enthusiasm at work". This shows that employees at telecommunications companies feel that they are satisfied with the bonuses given by the company so that they can increase enthusiasm at work, so that this can affect and increase high work productivity for employees of telecommunications companies. The results of this study also strengthen the research conducted by Novianto, Sujana (2015) which explains that compensation has a positive and significant effect on work productivity.

2. The Effect of Job Satisfaction on Work Productivity.

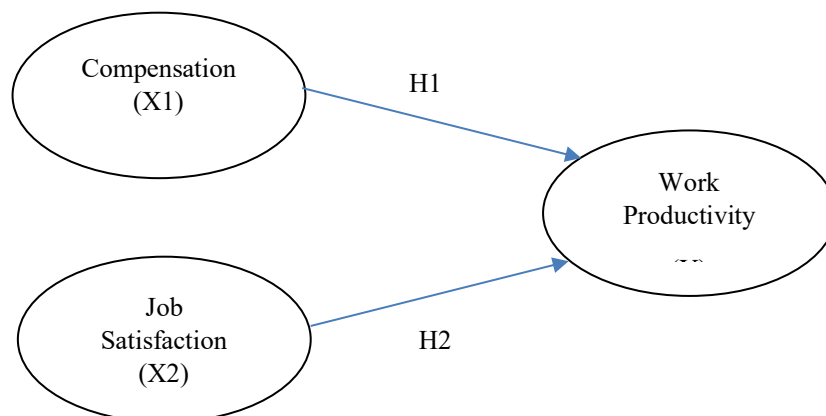
Based on the hypothesis testing in this study, it was obtained from the results of the T-statistic value of 1.982, the original sample value was 0.295 and the P values were 0.048. The T-statistic value is greater than the T-table value of 1.96, the original sample

value shows a positive value, and the P values show less than 0.5.

The most dominant indicator in measuring job satisfaction variable is "The job given to me gives me the opportunity to be responsible". This shows that every job given they can be responsible, so that this can affect and increase the high productivity of high work for telecommunication company employees. The results of this study also strengthen the research conducted by Hoboubi, Choobineh, Ghanavati, Keshavarzi, Hosseini (2016) which states that job satisfaction has a positive and significant effect on work productivity.

CONCEPTUAL FRAMEWORK

Based on the discussion of theory and previous research, it can be determined that the conceptual framework in this study is as follows:



Picture 2. Conceptual Framework

The independent variables in this study are Compensation (X1) and Job Satisfaction (X2) while the dependent variable is Work Productivity (Y).

CONCLUSION AND RECOMMENDATION

Conclusion

1. Compensation has a positive and significant effect on work productivity. This means that the higher the compensation given, the higher the work productivity for employees of telecommunications companies
2. Job satisfaction has a positive and significant effect on work productivity. This means that the higher the job satisfaction given, it will be able to increase high work productivity of employees of telecommunications companies

Recommendation

Companies are advised to be able to provide benefits in accordance with the positions of employees so that employees can feel even more valued for every job given by the company. The company is expected to provide equal opportunities to receive training so that employees can increase their knowledge and be even more enthusiastic at work.

It is suggested that further research be carried out by redeveloping the variables and indicators that have not been used in this study such as workload, organizational culture, and organizational commitment so that further research can serve as a reference and other research objects.

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