The Effect of Motivation, Compensation and Work Environment on Employee Job Satisfaction at PT. Pembangkit Jawa Bali (PJB)–Unit Pembangkitan (UP) Gresik

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Abstract

Human Resources (HR) is a central factor in an organization, which has an important role in the company as a driving factor, planning and controlling in all company activities. Therefore, it is necessary to pay attention to and create effective and efficient work, the organization needs to provide a conducive working environment, provide appropriate motivation and provide compensation which plays an important role in increasing job satisfaction so that it can influence employees to work harder and better in their work. Achieve company goals. This study uses quantitative research and testing is done using multiple linear regression analysis. The number of samples in this study were 100 respondents with data collection techniques, namely by distributing questionnaires to employees via google form. In calculating the proportion of the number of samples using proportional stratified random sampling technique and sample selection using incidental sampling. The results of this study indicate that the motivation variable has a positive and insignificant effect on job satisfaction at PT Pembangkit Jawa Bali (PJB) – Unit Pembangkitan (UP) Gresik, compensation variable has a significant positive effect on job satisfaction at PT Pembangkit Jawa Bali (PJB) – Unit Pembangkitan (UP) Gresik and work environment variables have a significant positive effect on job satisfaction at PT Pembangkit Jawa Bali (PJB) – Unit Pembangkitan (UP) Gresik.

Keywords: Motivation; Compensation; Work Environmen; Job Satisfaction

1. Introduction

Human Resources (HR) is a central factor in an organization, regardless of its form and purpose, the organization is designed based on the vision, mission and goals in the interests of humans and in carrying out its mission it is managed and managed by humans, so humans are a strategic factor in all institutional/organizational activities. . Human resources have an important role in the company as a driving factor in achieving goals. According to Edison, et al (2016: 69) Human resource management is management that focuses on maximizing the abilities of its employees or members through several strategic steps in order to increase employee performance towards optimizing organizational goals. Organizations or companies need to provide a special section that handles problems related to employees, that section is called human resource management (HRM) or more often called the personnel section. According to Rizqi (2019:1) personnel or Human Resources Development (HRD) is part of an organization or company that has a high level of dynamics. Personnel arises because of demands to solve problems related to employees. One of the important problems of human resources in a company or organization is the job satisfaction of its employees.

This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. The personnel department or management must constantly monitor job satisfaction, because it affects absenteeism, labor turnover, morale, complaints, and other vital personnel issues. Job satisfaction is the result of employees' perceptions of how well a person's job provides everything that is seen as important through his work. If the leader or co-workers do not support each other or care for each other, the work carried out will not go well and will cause problems and automatically employee job satisfaction will definitely decrease. Leaders and co-workers should understand and motivate each other in order to create a good work correlation. Job satisfaction cannot be separated by work motivation which is often a hope for employees, job satisfaction will be high if the desires and needs of employees at work are met, and then work motivation will be realized properly. PT. Pembangkit Jawa Bali (PJB)–Unit Pembangkitan (UP) Gresik is a subsidiary of PT. PLN (Persero) which is engaged in the

provision of electricity and generation. PT.PJB UP Gresik was formed on October 3, 1995. Since its establishment in 1995, it has always dedicated itself to the nation and state of Indonesia, and to encourage the development of the national economy by using high-quality, reliable and environmentally friendly electric power. However, there are other problems that arise, namely the decrease in the number of employees every month at the end of 2021, the following is data on the decline in the number of employees of PT. PJB UP Gresik, especially in the UP Gresik section.

Tabel 1.1 Number of employees
PT PJB UP Gresik
September-Desember 2021

No	Month	Number of employees
1	September	294 Karyawan
2	Oktober	293 Karyawan
3	November	292 Karyawan
4	Desember	291 Karyawan

There are employees who have transferred to other units, need to re-adapt to a new work place as well as with new bosses and colleagues who are different from before. Transfer to other units is that there are employees who experience demotion where the field of work they do is different from the previous field of work. So from this, employees need to adapt and if employees cannot adjust to that place, there will be dissatisfaction at work. Job satisfaction can also be expressed as an employee's emotional state where there is a meeting point between the value of work remuneration by the company and the level of remuneration desired by the employee. Both financial and non-financial. According to Hasibuan (2016: 180) Motivation is a provision of driving force in creating one's work passion so that they want to work together, work effectively, and integrate with all their efforts in achieving the desired satisfaction. One of the things that gives job satisfaction to employees is through compensation. PT PJB UP Gresik has provided several benefits to their employees as a form of work motivation. PT. PJB UP Gresik continues to make efforts to increase employee motivation. However, there are 7 employees who have successfully promoted to supervisors and for cadres or who are running for office in 2018-2020 there are 51 people. It can be concluded that the percentage of this is 14% and has not reached the target that has been determined in one unit, which is 15% of what should have been set in one unit. Employees who can take part in the cadre assessment have several requirements determined by PT PJB UP Gresik, one of which is a minimum of 3 years of service, as well as several criteria for performance appraisal on the work they do. There are several employees who have not met these requirements in joining the cadres, which activities are used to develop themselves in promotion. Therefore, employees need to be given the right encouragement and direction, so that they can motivate themselves to develop and create job satisfaction. employees can be motivated if the company's goal setting is based on the interests and needs of employees.

According to Nitisemito in Mahmudah Enny (2019: 56), the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned. The work environment includes the physical environment and non-physical environment. Physical environment such as noise, layout and equipment. While the non-physical environment includes status, administrative systems, social relations, policies and leadership. A conducive work environment can increase employee job satisfaction and vice versa, an inadequate work environment will reduce employee job satisfaction. So the authors conducted a study entitled "The Influence of Motivation, Compensation and Work Environment on Employee Job Satisfaction at PT. Pembangkit Jawa Bali (PJB)-Unit Pembangkitan (UP) Gresik".

Job satisfaction

Job satisfaction is an attitude (cognition-action), a feeling of pleasure (affection-expression), or a gap (gab) between what has been obtained and what is expected. According to Edy Sutrisno (2019:74) Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Job satisfaction at a certain level can prevent employees from looking for work in other companies. If employees in the company get satisfaction, then employees tend to stay with the company even though not all aspects that affect job satisfaction are met. Employees who get satisfaction from their company will have a greater sense of attachment or commitment to the company than employees who are dissatisfied.

The factors that influence job satisfaction according to Gilmer in Sinambela (2019) are opportunities for advancement, job security, salary, company and management, supervision, intrinsic factors in work, working conditions, social aspects of work, communication and facilities.

Work Environment

According to Mahmudah Enny (2019: 56) the work environment is everything that is around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing their work. tasks that are assigned to employees in order to improve the work of employees in a company. An employee who works in a work environment that supports him to work optimally will produce good performance, on the contrary if an employee works in a work environment that is inadequate and not supportive to work optimally it will make employees lazy, tired quickly so that feelings of dissatisfaction arise when work.

Motivation

According to Hasibuan (2016: 180) Motivation is a provision of driving force in creating one's work passion so that they want to work together, work effectively, and integrate with all their efforts in achieving the desired satisfaction. The motivational goals according to Hasibuan (2017: 146) are (1) increasing employee morale and job satisfaction, (2) increasing employee work productivity, (3) maintaining the stability of company employees, (4) increasing employee discipline, (5) making employee procurement effective. , (6) create a good working atmosphere and relationship.

Compensation

According to Ulfatin (2016:120) Compensation is everything that is given by the institution to the employee, because the employee has contributed energy and thoughts for the sake of progress to achieve the goals set by the institution concerned. In other words, compensation is all income in the form of money (financial), goods, or services, either directly or indirectly received by employees because their services have carried out their duties as professions or workers.

2. Method

The type of research used in this research is quantitative method. According to Sugiyono (2019:16) Quantitative research methods based on the philosophy of positivism, used to examine certain populations or samples, used research tools to collect data, and perform quantitative data analysis to test established hypotheses. The research activity was conducted at PT PJB UP Gresik. The population is the whole consisting of objects/subjects that have certain quantities and characteristics that are applied by researchersto be studied and then drawn conclusions (Sugiyono, 2019:126). The population in this study will be distributed to employees at UP Gresik, amounting 294 employees.

The sample according to Sugiyono (2019:127) is a part of the number or characteristics of the population. Sample taken from the population must be truly representative. To calculate the proportion of the number of samples, using proportionate stratified random sampling which according to Sugiyono (2019:130) this sampling technique is used for populations that have members/elements that are not homogeneous and stratified proportionally. And the technique in taking the number or selecting the sample is using non-probability sampling in the form of incidental sampling, which according to Sugiyono (2019:133) is a sampling technique based on chance, that is, anyone who coincidentally meets a researcher can be used as a sample. Thus, for sampling 100 samples were taken.

The data collection technique used in this research is by distributing questionnaires. According to Sugiyono (2019:199) a questionnaire is a data collection technique carried out by giving questions or written statements to respondents to answer. The measurement scale used is using the Likert scale which is used to measure attitudes, opinions and perceptions of a person or group of people regarding social phenomena (Sugiyono, 2019:146). The questionnaire instrument in this study was carried out using five alternative answer categorie, namely: score strongly agree 5 agree 4 indecisive 3 disagree 2 strongly disagree 1.

3. Findings and Discussion

Researchers in distributing questionnaires by utilizing online media, namely through Google Form, so that respondents can directly answer through the link that has been given.

Validity test

A questionnaire is said to be valid if the questionnaire. In this validity test, a question or indicator is declared valid if r count is greater than r table. From the results of the instrument validity test, all variables obtained r count > r table 0, 1966. So all the question items from the independent variable and the dependent variable proved valid.

Table 1 Validity Test Results

Variable	Items Question	R Count	R Table	Information
Motivation (X1)	X1.1	0,677	0,1966	Valid
	X1.2	0,673	0,1966	Valid
	X1.3	0,758	0,1966	Valid
	X1.4	0,677	0,1966	Valid
	X1.5	0,594	0,1966	Valid
Compensation (X2)	X2.1	0,688	0,1966	Valid
	X2.2	0,745	0,1966	Valid
	X2.3	0,733	0,1966	Valid
	X2.4	0,738	0,1966	Valid
Work Environmen (X3)	X3.1	0,660	0,1966	Valid
	X3.2	0,693	0,1966	Valid
	X3.3	0,736	0,1966	Valid
	X3.4	0,682	0,1966	Valid
	X3.5	0,569	0,1966	Valid
	X3.6	0,483	0,1966	Valid
Job Satisfaction(Y)	Y1	0,623	0,1966	Valid
	Y2	0,629	0,1966	Valid
	Y3	0,708	0,1966	Valid
	Y4	0,614	0,1966	Valid
	Y5	0,537	0,1966	Valid
	Y6	0,466	0,1966	Valid
	Y7	0,727	0,1966	Valid

Reliability test

Reliability is said to be reliable if it has a Cronbach alpha value > 0,70 (Ghozali, 2016:48). The variable in this study has a Cronbach alpha value greater than 0,70. So it can be concluded that the measuring instrument used in this study is reliable.

Table 2 Reliability Test Results

Variabel	Cronbach Alpha	Nilai Kritis	Keterangan
Motivation (X1)	0,704	0,70	Reliabel
Compensation (X2)	0,701	0,70	Reliabel
Work Environmen (X3)	0,712	0,70	Reliabel
Job Satisfaction (Y)	0,716	0,70	Reliabel

Classic assumption test

The normality test that can be used to test residual normality is Kolmogorov Smirnov (K-S). Based on the data processing of the normality test, it shows that the Kolmogorov-Smirnov Z value is 0.629 with a significance of 0.824 where the significance value is greater than 0.05, it can be said that the data that has been tested is normally distributed. The multicollinearity test in this study uses the basis for decision making, if the Variance Inflation Factor (VIF) is less than 10 and the Tolerance value is more than 0.1, then the model can be said to be free from multicollinearity (Ghozali, 2016: 104). From the results of data management, the tolerance value is more than 0.10 and the VIF is less than 10, so it can be concluded that the regression model does not have multicollinearity problems.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals or other observations. To see the presence of heteroscedasticity using the Glejser test, the basis for making decisions on the heteroscedasticity test through the Glejser test is if the result of sig > 0.05 then there are no symptoms of heteroscedasticity. Based on the results of the heteroscedasticity test using the Glejser test, it shows that motivation has a sig value of 0.207 (X1), compensation has a sig value of 0.331 (X2) and the work environment has a sig value of 0.186 (X3). All significant values in the

independent variables are greater than 0.05, so it can be said that the independent variables do not have symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression was used to measure the strength of the relationship between the independent variable and the dependent variable, as well as to indicate the direction og the relationship between these variables. This analysis will form an equation whose results can be explained below:

Tabel 3 Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,735	3,266		,531	,597
	Motivation	,176	,135	,115	1,302	,196
	Compensation	,780	,154	,456	5,071	,000
	Work Environmen	,356	,082	,339	4,324	,000

a. Dependent Variable: Job Satisfaction

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$
$$Y = 1{,}735 + 0{,}176 X_1 + 0{,}780 X_2 + 0{,}356 X_3$$

Hypothesis Testing

F test

According to Ghozali (2016: 96) the F test is used to determine the simultaneous effect of the independent variable on the dependent variable with the decision-making criteria. If the value of Sig < 0.05 then the research capital is feasible. Based on the table, the significance value of 0.000 is smaller than 0.05, so it can be said that this research is feasible or acceptable.

Table 3 Model Feasibility Test Results (Statistical Test F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	485,452	3	161,817	25,074	,000[b]
	Residual	619,538	96	6,454		
	Total	1104,990	99			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Motivation, Compensation, Work Environment

Partial test

According to Ghozali (2016: 97) the t test is used to determine the partial effect of the independent variable on the dependent variable. If the value of Sig < 0.05 then it has a significant effect.

Tabel 5 Partial Significance Test Results (Test Statistics t)

Model		T	Sig.
1	(Constant)	,531	,597
	Motivation	1,302	,196
	Compensation	5,071	,000
	Work Environmen	4,324	,000

a. Dependent Variable: Job Satisfaction

The variable motivation (X1) has a sig value of 0.196 which is more than 0.05 or 0.196 > 0.05 so it can be concluded that the motivation variable has no significant effect on job satisfaction at PT Pembangkitan Jawa Bali (PJB)-Generation Unit (UP) Gresik. Compensation variable (X2) has a sig value of 0.000 which is less than 0.05 or 0.000 <0.05 so it can be concluded that the compensation variable has a significant effect on job satisfaction at PT Pembangkitan Jawa Bali (PJB)-Generation Unit (UP) Gresik. The Work Environment Variable (X3) has a sig value of 0.000 which is less than 0.05 or 0.000 <0.05 so it can be concluded that the work environment variable has a significant effect on job satisfaction at PT Pembangkitan Jawa Bali (PJB)-Generation Unit (UP) Gresik.

Coefficient of   Determination (R2)

The coefficient of determination (R2) is used to determine the relationship between the independent variable (X) to the dependent variable (Y) together. The coefficient of determination (R2) essentially measures how far the model's ability to explain the variation of the independent variables. Based on the results of the coefficient of determination test, the R Square value is 0.439, so it can be said that the independent variable has an effect of 43.9% on the dependent variable and 56.1% is influenced by other variables outside this research model.

4. Conclusion

Based on the results of the study, it can be concluded that the motivation variable has a positive and insignificant effect on job satisfaction at PT PJB UP Gresik, the compensation variable has a significant positive effect on job satisfaction at PT PJB UP Gresik and work environment variables have a significant positive effect on job satisfaction at PT PJB UP Gresik.

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