

Effect of Compensation, Work Discipline and Work Culture on Employee Satisfaction of PT. Antarmitra Sembada

Heri Iswanto

Universitas Pamulang, Tangerang Selatan, Banten, Indonesia

Abstract

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This research aims to find out the influence of compensation, work discipline and work culture on job satisfaction of PT Antarmitra Sembada employees. Analytical technique uses statistical analysis with multiple linear regression testing, determination and hypothesis testing. Compensation research results have no effect on employee job satisfaction by 0 %. Work discipline simultaneously has a significant effect on employee job satisfaction and has an influence contribution of 6.3. Work culture has a significant effect on employee job satisfaction with a contribution of 7.9 %, it is proven that compensation, work discipline and work culture simultaneously have a positive and significant effect on job satisfaction of PT Antarmitra Sembada employees by 10.4%.

Keywords: *Compensation, Work Discipline, Work Motivation, Job Satisfaction.*

(*) Corresponding Author: dosen01469@unpam.ac.id

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INTRODUCTION

Job satisfaction at a certain level can prevent employees from looking for work in other companies. If employees in the company get satisfaction, 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. Thus the experts provide several definitions of job satisfaction.

Job satisfaction will encourage employees to perform better. Better performance will lead to higher economic and psychological rewards. If the reward is deemed appropriate and fair, there will be greater satisfaction because employees feel that they are receiving rewards in accordance with their achievements. On the other hand, if the reward is deemed not in accordance with the level of achievement, uncertainty tends to arise.

According to Robbins (2001:179) states that "Job satisfaction as a general attitude of an individual towards his work". This opinion can be understood that employees must be placed in jobs that are in accordance with their abilities and skill backgrounds. According to Davis (2002: 105) states that "job satisfaction is a set of employees' feelings about pleasing or displeasing their work".

So job satisfaction has a very important meaning, both in terms of workers and companies as well as for society in general. Therefore, creating a situation that

has a positive value in the work environment of a company is absolutely the obligation of every level of leadership of the company concerned.

According to Herzberg (2000:107), he developed a theory of satisfaction called the two-factor theory, namely the dissatisfied factor (dissatisfier) and the satisfied person (satisfier), meaning that dissatisfaction and satisfaction are not continuous variables.

Herzberg's early research led to two specific conclusions regarding the theory:

1. Extrinsic conditions, work conditions (job conflict) that result in dissatisfaction among employees if these conditions do not exist, if these conditions exist, there is no need to motivate employees.
2. Intrinsic conditions, the content of the job (job contact) which if present in the job will move a strong level of motivation, which can result in good work performance. If these conditions do not exist, it will not cause excessive dissatisfaction.

Job satisfaction is a problem that is quite interesting and important to investigate because it has proven to be of great benefit to the interests of employees, companies or organizations and society. Many factors affect employee job satisfaction.

The factors that affect job satisfaction according to Effendy (2000:92) are as follows:

1. Sufficient wages
Sufficient wages for needs is the desire of every employee. To achieve this, there are employees who are active in their work or increase their knowledge by taking courses. In another sense is appropriate compensation.
2. Fair Treatment
Every employee wants to be treated fairly, not only in relation to wages, but also in other matters. In order to create the same perception between superiors and subordinates regarding the true meaning of fairness, it is necessary to hold open communication between them.
3. Work peace
Every employee wants peace, not only in relation to work, but also regarding the welfare of his family.
4. Feeling recognized
Every employee has a feeling of wanting to be recognized as a valued employee and as a respected member of the group. This relates to activities outside of work assignments, such as: sports, arts, and others.
5. Appreciation for work
Employees want their work to be appreciated, this aims to make employees feel happy at work and will always work as hard as possible.
6. Conveyor of feelings
Certain feelings that come to employees can inhibit work enthusiasm. This can be overcome through reciprocal two-way communication.

PT Antarmitra Sembada is a pharmaceutical distribution company that initially focused on distribution channels with rapid development and has begun to expand its wings to include other distributions, namely Healthcare and consumer products.

PT AMS is included in the pharos group which is included in the pharmaceutical industry competition in the distribution of OTC and Ethical Drugs. So with that company management is required to always be able to compete with other competitors. Many factors influence the company's competence, one of which is human resource management. PT AMS itself has launched its mission related to Human Resources management. The mission of the Human Resources department to provide the following quality services to employees (companies) are:

1. Advocacy for fair and equitable treatment for all employees, to achieve the highest morale and productivity ;
2. Creating quality results is part of the way we work.
3. Improve the efficiency and effectiveness of human resources at all levels.
4. Recruitment Process for suitably qualified individuals;
5. Employee retention program
6. Training, development and education to promote the success of each employee who excels as part of improving performance for the company;
7. Provide a safe and healthy work environment;
8. Provide resources for the administration of benefits, policies and procedures.
9. Balancing the needs of employees and the needs of the company.
10. Provide a discrimination/harassment free environment for diverse employees by ensuring compliance with applicable regulations, providing employee management training, and developing policies and procedures .

To achieve this mission, the management continues to innovate and adapt to the current conditions, the company's management provides social facilities by establishing a canteen with a capacity of 500 employees, and the management also provides compensation in the form of meal allowances with a 75% subsidy from the company. Apart from that, the management has also implemented new regulations regarding work attendance discipline for employees considering that there are many irregularities in terms of work discipline. The company hopes that the policies implemented can increase the job satisfaction of the employees themselves. Every semester, the company's management provides performance appraisals for employees as the basis for other compensation such as bonuses and increases in basic salary. The company really hopes for employees to always be enthusiastic and have work motivation to achieve maximum results but employees do not abuse the facilities and compensation that have been given, so work discipline policies are applied as controls.

In terms of human resource management, job satisfaction of PT AMS employees can be a benchmark for how employee job satisfaction can realize the company's vision and mission. Therefore, the author conducted a study entitled the effect of compensation, work discipline and work culture on job satisfaction of PT Antarmitra Sembada employees.

LITERATURE REVIEW

Job Satisfaction Theory

According to Davis (2002: 105) states that "job satisfaction is a set of employees' feelings about pleasing or displeasing their work".

Mangkunegara (2006:67) gives a different opinion by stating that job satisfaction comes from the word *kob* performance (work achievement) or the actual achievement that is achieved, meaning that the work that is concerned with the quality and quantity achieved by an employee in carrying out his duties in accordance with the authority and responsibilities of the employee.

Irawan (2002:17) interprets job satisfaction or performance in two perspectives, namely generally defined as an act or achievement, while specifically defined as the output of a worker, an output of the management process or the organization as a whole where the output must be shown concrete evidence and can be measured (compared to a predetermined standard).

Robbins (2003:101) Job satisfaction is a general attitude of an individual towards his job where in the job a person is required to interact with co-workers and superiors, follow the rules and policies of the organization, meet performance standards, live in working conditions that are often not ideal, another thing.

Siagian (2006:295) argues that job satisfaction is a person's perspective, both positive and negative about his work. Many factors need attention in analyzing one's job satisfaction.

Job satisfaction is multidimensional, so job satisfaction can represent the overall attitude (general satisfaction) or refer to the part of one's job. This means that if in general it reflects very high satisfaction but it is possible that someone will feel dissatisfied with one or several aspects, such as vacation schedules (Davis, Keith, 1985).

(Usman, 2010:856) , Job satisfaction is the fulfillment of all the needs of workers in carrying out their duties within a certain time.

Compensation Theory

One of the factors that affect employee job satisfaction is compensation. Compensation is referred to as an award given by employees as a reward for the contributions they make to the organization (Mutiaras, Pangabean)

According to Cascio F. Wayne in Mangkuprawira (2004) compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to work hard to achieve higher productivity.

Compensation according to Davis and Werther in Mangkuprawira (2004) is something that employees receive in exchange for their service contribution to the company. If managed properly, compensation helps the company achieve its goals and acquire, retain, and retain good employees. On the other hand, without adequate compensation, existing employees are very likely to leave the company and reassignment is not easy. The consequences of dissatisfaction in pay may reduce performance, increase complaints, cause strikes, and lead to physical and psychological actions, such as increased levels of absenteeism and employee turnover, which in turn will increase the employee's severe mental health. On the other hand, if there is an overpayment, it will also cause companies and individuals to reduce their competitiveness and cause anxiety, feelings of guilt, and an uncomfortable atmosphere among employees.

Work Discipline Theory

The definition of discipline according to the Big Indonesian Dictionary is obedience (compliance) to regulations (rules and so on). The word discipline comes

from the Latin "disciplina" which means training or education of decency and spirituality and development of character.

US. Munandar (Bahrodin, 2007:23), discipline is a form of obedience to the rules, has been determined. Sun Tzu (Bahrodin, (2007:23)) all kinds of wisdom have no meaning if they are not supported by the discipline of the implementers.

Kerlinger and Pahazur (Marjono 2007: 7), suggest, generally good discipline exists when someone comes to the office regularly and on time, if they dress well at work, if they use materials and equipment carefully, if they produce large amounts of money. and the quality of work that is satisfactory and follows the prescribed work methods.

Work Culture

Work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals, opinions and actions. manifested as "work" or "work" (Supriyadi and triguno, 2006:8)

We can draw conclusions from the goals and benefits of work culture that have been described previously, Work culture is very important in increasing employee job satisfaction so that it can be useful for the company.

RESEARCH METHOD

The research method used is a survey approach using a questionnaire where research data is in the form of subjects who express opinions, attitudes, experiences, characteristics of the subject individually or in groups.

Singarimbun and Effendi (1995): stated that a survey is a research that takes a sample from a population by using a questionnaire as the main data collection tool and generally using statistical methods.

RESULTS AND DISCUSSION

1. Regression Analysis

This regression analysis was conducted to state how strong the influence between compensation and employee job satisfaction at PT Antarmitra Sembada in the head office environment.

Table 1. model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.008 ^a	.000	-.014	5.55542

a. Predictors: (Constant), Compensation

b. Dependent Variable: Job satisfaction

From the table above, it can be seen that the magnitude of the coefficient of determination (R^2) = 0.000 or 00.0 % so it can be concluded that 00.0 % of job satisfaction that occurs can be explained by using compensation variables, while

the remaining 100% is explained by other causal factors. In other words, the magnitude of the effect of compensation on job satisfaction is 0% (no effect).

2. Analysis Of The Coefficient Of Determination (KD) / Simple Regression Equation)

Simple regression equation analysis was used to analyze the compensation regression equation on job satisfaction of PT Antarmitra Sembada employees in the head office environment.

Table 2. coefficients

Model	Unstandardized Coefficients		Standard ized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	68.728	6.615		10.389	.000
Kompensasi	-.007	.096	-.008	-.068	.946

a. Dependent Variable: Job satisfaction

In the table above, it can be seen that the regression equation is $Y = 68.728 - 0.007X_1$, meaning that if compensation increases in X_1 units, there will be a decrease in job satisfaction by 0.273 times X_1 at constant 68.728.

T . Test Analysis

Hypothesis Test T-test was used to determine the significance of the effect of compensation on job satisfaction of employees of PT Antarmitra Sembada. Based on the results of data processing in table 4.12 coefficients known t count = 10.389. So to find out the value of t table using $\alpha = 5\%$ (n-k) or $75-2 = 73$ and t table = 1.666 (result from table). So it can be concluded that t count (10.641) > from t table (2.006) then H_0 is rejected and H_a is accepted. It can be interpreted that compensation has a positive and significant effect on employee job satisfaction.

3. Analysis of the Effect of Work Discipline on Job Satisfaction Regression Analysis

This regression analysis was conducted to state how strong the influence between work discipline and employee job satisfaction at PT Antarmitra Sembada in the head office environment.

Table 3. model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.250 ^a	.063	.050	5.37896	2.183

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Work Discipline

From the table above, it can be seen that the magnitude of the coefficient of determination (R^2) = 0.063 or 6.3% so that it can be concluded that 6.3% of job satisfaction that occurs can be explained by using work discipline variables, while the remaining 93.7% is explained by other causal factors. In other words, the magnitude of the effect of work discipline on job satisfaction is 6.3%.

Coefficient of Determination Analysis (KD)

Simple regression equation analysis was used to analyze the compensation regression equation on job satisfaction of PT Antarmitra Sembada employees in the head office environment.

Table 4. coefficients

Model	Unstandardized Coefficients		Standard	t	Sig
	B	Std. Error	ized Coefficients Beta		
(Constant)	84.381	7.320		11.527	.000
Work Discipline	-.285	.129	-.250	-2.208	.030

a. Dependent Variable: Job satisfaction

In the table above, it can be seen that the regression equation is $Y = 84,381 - 0.285X_2$, meaning that if work discipline increases in X_2 units, there will be a decrease in job satisfaction by 0.285 times X_1 units at constant 84,381.

T-test analysis

Hypothesis Test T-test was used to determine the significance of the effect of work discipline on job satisfaction of employees of PT Antarmitra Sembada. Based on the results of data processing in table 4.12 coefficients known t count = 10.389. So to find out the value of t table using $\alpha = 5\%$ ($n-k$) or $55-2 = 53$ and t table = 1.666 (result from table). So it can be concluded that t count (-2.208) < from t table (1.666) then H_0 is rejected and H_a is accepted. It can be interpreted that work discipline has a negative influence on employee job satisfaction.

Analysis of the influence of work culture on job satisfaction

Regression Analysis

This regression analysis was conducted to state how strong the influence between work culture and employee job satisfaction at PT Antarmitra Sembada in the head office environment.

Table 5. model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.281 ^a	.079	.066	5.33139

- a. Predictors: (Constant), Work Culture
b. Dependent Variable: Job satisfaction

From the table above, it can be seen that the magnitude of the coefficient of determination (R^2) = 0.079 or 7.9% so that it can be concluded that 7.9% of job satisfaction that occurs can be explained by using work culture variables, while the remaining 92.1% is explained by the factors causing other. In other words, the magnitude of the effect of work discipline on job satisfaction is 7.9%.

Coefficient of Determination Analysis

Simple regression equation analysis was used to analyze the compensation regression equation on job satisfaction of PT Antarmitra Sembada employees in the head office environment.

Table 6. coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	90.419	8.864		10.201	.000
Work Culture	-.408	.163	-.281	-2.504	.015

- a. Dependent Variable: Job satisfaction

In the table above, it can be seen that the regression equation is $Y = 90,419 - 0.408X_3$, meaning that if the work culture increases in the X_3 unit, there will be a decrease in job satisfaction by 0.408 times the X_3 unit at a constant 90,419.

T-test analysis

Hypothesis Test T-test was used to determine the significance of the influence of work culture on job satisfaction of employees of PT Antarmitra Sembada. Based on the results of data processing in table 4.12 coefficients known t count = 10.389. So to find out the value of t table using $\alpha = 5\%$ ($n-k$) or $55-2 = 53$ and t table = 1.666 (result from table). So it can be concluded that t count (-2.504) < from t table (1.666) then H_0 is rejected and H_a is accepted. It can be interpreted that work culture has a positive and significant influence on employee job satisfaction.

4. Analysis of the effect of compensation, work discipline and work culture together on job satisfaction

Multiple Regression Analysis

This regression analysis was conducted to state how strong the influence between compensation, work discipline, and work culture simultaneously on employee job satisfaction at PT Antarmitra Sembada in the head office environment

Table 7. model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322 ^a	.104	.066	5.33357

a. Predictors: (Constant), Culture_Work, Compensation, Discipline_work

From the table above, it can be seen that the magnitude of the coefficient of determination (R^2) = 0.104 or 10.4% so that it can be concluded that 10.4% of job satisfaction that occurs can be explained by using the variables of compensation, work discipline, and work culture. While the remaining 89.6% is explained by other causal factors. In other words, the magnitude of the effect of compensation, work discipline, and work culture simultaneously on job satisfaction is 10.4% while the remaining 89.6% is influenced by other factors.

5. Coefficient of Determination Analysis (KD) / Multiple Regression Equation

Simple regression equation analysis was used to analyze the regression equation of compensation, work discipline, and work culture simultaneously on job satisfaction of PT Antarmitra Sembada employees in the head office environment.

Table 8. coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	96.576	11.688		8.263	.000
Compensation	-.004	.093	-.005	-.041	.967
Discipline_work	-.192	.139	-.168	-1.380	.172
Culture_Work	-.317	.176	-.219	-1.799	.076

a. Dependent Variable: Kepuasan_kerja

In the table above, it can be seen that the regression equation is $Y = 96.576 - 0.04X_1 - 0.192X_2 - 0.317X_3$, it can be interpreted that if compensation increases/decreases by 0.04, work discipline increases/decreases by 0.192, work

culture increases/decreases by 0.31 . then there will be a decrease in job satisfaction in units X1, X2 and X3 at a constant 95.576.

Table 9. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	233.386	3	77.795	2.735	.050 ^b
	Residual	2019.734	71	28.447		
	Total	2253.120	74			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Culture_Work, Compensation, Discipline_work

The ANOVA test results in the table above produce an F number of 2,735 with a significance level (probability number) (Sig) of 0.50 because the probability number is <0.05, this regression model is feasible to predict employee job satisfaction.

F-test analysis

Based on the results of the calculations in table 4.20 INOVA shows the calculated F value of 2,735, when compared with the F table value using a probability of 0.05 (k-1). (n-k) = 0.05 (75-4) = (the result of the table). Then it can be seen that f count > F table or > or Ho is rejected and Ha is accepted. it means that compensation, work discipline and work culture simultaneously (together) have an influence on employee job satisfaction.

CONCLUSION

1. That it is proven that compensation has no effect on employee job satisfaction at PT Antarmitra Sembada by 0%. Thus the variation of increase and decrease in job satisfaction can be explained by the compensation variable influenced by other factors. And based on the t test, then t count is greater than t table , so Ha is rejected and H0 is accepted.
2. It is proven that work discipline has a negative effect on employee job satisfaction at PT Antarmitra Sembada by 6.3%. Thus the variation of increase and decrease in job satisfaction can be explained by the work discipline variable of 6.3% and the remaining 93.7% is influenced by other factors. And based on the t test, then t count is greater than t table, so H0 is rejected and Ha is accepted.
3. It is proven that work culture has a negative and significant effect on employee job satisfaction at PT Antarmitra Sembada by 7.9%. Thus the variation of increase and decrease in job satisfaction can be explained by the work culture variable of 7.9% and the remaining 92.1% is influenced by other factors. And based on the t test, then t count is greater than t table, so H0 is rejected and Ha is accepted.

4. That it is proven that compensation, work discipline and work culture simultaneously have a positive and significant effect on employee job satisfaction at PT Antarmitra Sembada by 10.4%. Thus the variation of increase and decrease in job satisfaction can be explained by the variables of compensation, work discipline and work culture of 10.4% and the remaining 89.6% is influenced by other factors. And based on the f test, then f count is greater than f table, so H₀ is rejected and H_a is accepted.

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