



# Effect of Work Motivation, Work Competency and Work Compensation on Employee Satisfaction at PT. Rezeki Mandiri Sentosa

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## ARTICLE INFO

## ABSTRACT

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This study aims to determine the effect of work motivation, work competency, and work compensation on work satisfaction at PT. Rezeki Mandiri Sentosa. This type of research is explanatory research. The population in this study were all employees who worked at PT. Rezeki Mandiri Sentosa as many as 70 employees. The sampling technique that used is saturated sampling. In the study which will be distributed with questionnaires measured by a Likert scale. The data analysis used multiple linear regression analysis and the coefficient of determination as well as simultaneous test and partial test. The results showed that work motivation, work competency, and work compensation partially or simultaneously have a positive and significant effect on work satisfaction at PT. Rezeki Mandiri Sentosa. Based on the results of this study, the implications for management are to further improve work motivation, improve a work competency, improve the work compensation.

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## 1. Introduction

Job satisfaction is a positive feeling and behavior shown by the workforce towards their work. Satisfaction felt in terms of getting awards and praise for work results. The job satisfaction is influenced by various factors including motivation, competence and compensation.

PT. Rezeki Mandiri Sentosa is a company engaged in contracting. This company is a company that provides services for oil palm work, starting from cutting trees, opening roads, making trenches, and so on. The work done requires a lot of labor in order to save costs and time, but there is an increase in employee turnover data at PT. Rezeki Mandiri Sentosa. In December, the highest number of employees resigned from the previous month. There are several reasons why workers leave, including the hard work that has been done not commensurate with the salary they receive, small incentives, too much work, too high job targets, authoritarian bosses, conflicts with superiors and coworkers, difficult jobs to do. . The number of employees who resign from the company due to job dissatisfaction.

One of the variables that affect job satisfaction is work motivation. The company is still lacking in providing motivation to its employees. The provision of promotions or travel trips to outstanding employees is still lacking and causes other employees to be less motivated to complete their work. Due to the lack of motivation provided by the company, many employees experience job dissatisfaction.

One of the other variables is work competence. Placement of employees in accordance with their work competencies will affect employee performance and job satisfaction felt by employees. The company is still lacking in the placement of employees according to their expertise or field, causing work delays.



Another variable that affects job satisfaction is job compensation. Compensation can be in the form of allowances, THR, bonuses, insurance, and others. Employee job satisfaction can be increased by providing compensation to employees. From the company, it can be seen that there is still a lack of compensation for employees such as small incentives, salaries that are not appropriate and others that cause dissatisfaction when carrying out work.

From the various statements that have been described above, the researcher has an interest in conducting a study, namely "The Influence of Work Motivation, Work Competence and Work Compensation on Employee Job Satisfaction at PT. Rezeki Mandiri Sentosa"

## 2. Method

### 2.1 Location and Time

This research will be conducted at PT. Rezeki Mandiri Sentosa, located in Kaamso Street, Medan. The research time is planned from December 2020 to May 2021.

### 2.2 Population and Sample

The population in this study were all workers with a total of 70 people. The study used a saturated sample where the total population was 70 people who were at PT. Rezeki Mandiri Sentosa Medan, where 70 people will be sampled and 30 employees are taken from other similar companies at PT. Bahtera Mulia Lestari Medan, which is located on Jalan Battle Gang Jeruk No. 54 Medan.

### 2.3 Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each question item.

### 2.4 Validity and Reliability Test

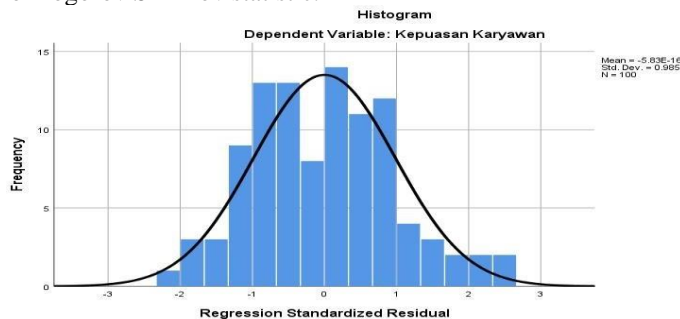
The data obtained needs to be tested for its accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instrument) used.

Based on the research, each variable of the questionnaire item that was tested for validity, all the questionnaires had met the valid criteria and were eligible to be used as a questionnaire in further research. While in reliability test, all variable questionnaire item is reliable and can be used as research instrument.

## 3. Result and Analysis

### 3.1 Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed. There is some method to do the normality test such as histogram graphic, normal probability plot of regression graphic and one sample Kolmogorov Smirnov statistic.



**Fig 1. Histogram Graphic**

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed and meets the assumptions of normality.

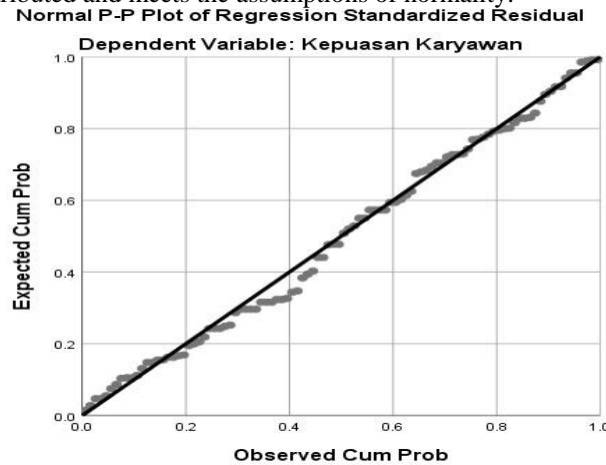


Fig 2. Normal Probability Plot of Regression Graphic

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

**Table 1**  
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.37044403
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.037
Kolmogorov-Smirnov Z		.076
Asymp. Sig. (2-tailed)		168 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Research Result, 2021

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.168, it can be concluded that the data is classified as normally distributed.

### 3.2 Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables.

The commonly used test method is to look at the Tolerance and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

**Table 2**  
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work Motivation	.393	2.546



Model	Collinearity Statistics	
	Tolerance	VIF
Work Competency	.342	2.924
Work Compensation	.462	2.166

a. Dependent Variable: Work Satisfaction  
Source: Research Result, 2021

Based on the table above show that all the variables have a tolerance value more than 0.1 and VIF value less than 10 which can be concluded that there is no problem found in multicollinearity test.

### 3.3 Heteroscedasticity Test

Heteroscedasticity is a condition where in the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.

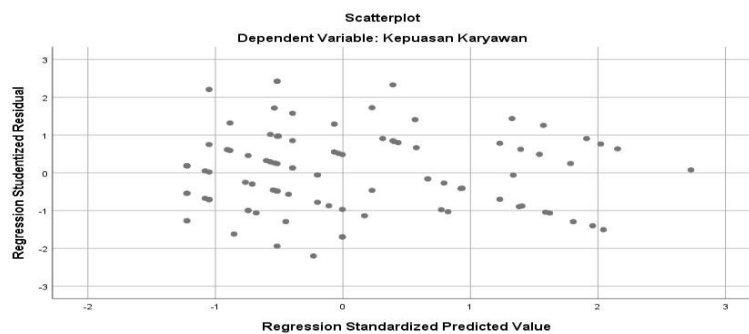


Fig 3. Scatterplot Graphic

Based on the scatterplot graph presented, it can be seen that the dots spread randomly and do not form a clear pattern and are spread either above or below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variable.

Table 3  
Glejser Test

Model	t	Sig.
1 (Constant)	.139	.890
Work Motivation	-.882	.380
Work Competency	1.711	.090
Work Compensation	-.826	.411

a. Dependent Variable: Work Satisfaction  
Source: Research Result, 2021

Based on the table above, it can be seen that the level of significance of each variable is greater than 0.05. From the calculation results and the level of significance above, it is not found that there is heteroscedasticity.

### 3.4 Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a significant influence between two or more independent variables on one independent variable.

**Table 4**  
Multiple Linear Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 Constant)	3.375	2.573	
Work Motivation	.186	.086	.254
Work Competency	.255	.122	.265
Work Compensation	.227	.099	.249

a. Dependent Variable: Work Satisfaction  
Source: Research Result, 2021

$$Work\ Satisfaction = 3,375 + 0,186\ Work\ Motivation + 0,255\ Work\ Competency + 0,227\ Compensation + e$$

Based on the above equation, then: Constant (a) = 3.375. This means that if the independent variable, namely work motivation, work competency, and work compensation is 0, then the work satisfaction at PT. Rezeki Mandiri Sentosa is 3.375. Where if there is an improvement in work motivation, there will be an increase in work satisfaction by 0.186. Likewise with work competency where if there is an improvement in the work competency, the work satisfaction will increase by 0.255. If there is an improvement in the work compensation, the work satisfaction will increase by 0.227.

**3.5 Coefficient Determination**

Analysis of determination or also called R Square symbolized by R<sup>2</sup> is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger.

Thus, if coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

**Table 4**

Coefficient Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.475	.459	1.392

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

Source: Research Result, 2021

Based on the table above, the value of the R Square coefficient of determination is 0.459. This shows that the variable ability of work motivation, work competency, and work compensation explains the effect on work satisfaction at PT. Rezeki Mandiri Sentosa by 45,9%. While the remaining 54,1% is the influence of other independent variables not examined in this study such as discipline, stress, promotion and others.

**3.6 Simultaneous Hypothesis Test (F Test)**

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%.

The criteria for evaluating the hypothesis in this F test are:

H<sub>0</sub> Accepted if: F<sub>count</sub> < F<sub>table</sub>

H<sub>a</sub> Accepted if: F<sub>count</sub> > F<sub>table</sub>



**Table 5**  
Anova Test

Model	F	Sig.
1 Regression	29.001	.000 <sup>a</sup>
Residual		
Total		

a. Predictors: (Constant), Com petency, Work environment, Leadership

b. Dependent Variable: Work achievement

Source: Research Result, 2021

Based on the table above, it is found that the value of  $F_{table}$  (2.70) and significant  $\alpha = 5\%$  (0.05), namely  $F_{count}$  (29.001) and sig.a (0.000a). This indicates that the results of the study accept  $H_a$  and reject  $H_0$ . Comparison between  $F_{count}$  and  $F_{table}$  can prove that simultaneously work motivation, work competency, and work compensation have a positive and significant effect on consumer work satisfaction at PT. Rezeki Mandiri Sentosa.

### 3.7 Partially Hypothesis Test (t Test)

The t test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-sided test.

The criteria for evaluating the hypothesis in this t test are:

$H_0$  Accepted if:  $t_{count} < t_{table}$

$H_a$  Accepted if:  $t_{count} > t_{table}$

**Table 6**  
Coefficient Test

Model	t	Sig.
1 (Constant)	1.312	.193
Work Motivation	2.151	.034
Work Competency	2.095	.039
Work Compensation	2.285	.024

a. Dependent Variable: Work achievement

Source: Research Result, 2021

Based on the table above, it can be concluded that leadership, work environment, and employee career development partially have a positive and significant effect on consumer work achievement at PT. Rezeki Mandiri Sentosa which can be seen at the  $t_{count}$  is greater than  $t_{table}$  (1,984) and the significant is less than 0,05.

## 4. Conclusion

The conclusions that researchers can draw from the results of this study are as follows:

1. The results of the partial test calculation obtained that work motivation has a positive and significant influence on employee job satisfaction at PT. Sustenance Mandiri Sentosa can be seen from the  $t_{count}$  value of  $2.151 > t_{table}$  of 1.984 and a significant value of  $0.034 < 0.05$ .
2. The results of the partial test calculation obtained that Work Competence has a positive and significant influence on Employee Job Satisfaction at PT. Sustenance Mandiri Sentosa can be seen from the  $t_{count}$  value of  $2.095 > t_{table}$  which is 1.984 and the significant value is  $0.039 < 0.05$ .
3. The results of the partial test calculation obtained that Job Compensation has a positive and significant influence on Employee Job Satisfaction at PT. Sustenance Mandiri Sentosa can be seen from the  $t_{count}$  of  $2.285 > t_{table}$  of 1.984 and a significant value of  $0.024 < 0.05$ .

4. The results of the test calculation together obtained that Motivation, Competence and Work Compensation have a positive and significant influence on Employee Job Satisfaction at PT. Sustenance Mandiri Sentosa shows the value of  $F_{count} (29.01) > F_{table} (2.70)$  with a significance level of  $0.000 < 0.05$ . The magnitude of the coefficient of determination obtained the Adjusted R Square value of 0.459 (45.9%) from the dependent variable of employee job satisfaction which can be described by the variables of Motivation, Competence and Work Compensation while the remaining 54.1% (100% - 45.9%) is described with other variables not used in the study, for example, discipline, stress, promotion and others.

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