

## **The Effect of Compensation on Job Satisfaction of Permanent Employees and Contract Employees**

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**ABSTRACT :** *The purpose of this study was to determine the effect of compensation on job satisfaction of permanent employees and contract employees of PT Sumber Alfaria Trijaya, Tbk. Data was collected by distributing questionnaires to 100 employees, consisting of 50 permanent employees and 50 contract employees of PT Sumber Alfaria Trijaya Tbk/Alfamart West Bekasi. Hypothesis testing in this study uses the Kruskal Wallis and Friedman Test to compare whether there is a difference in the level of job satisfaction from the compensation element received between permanent employees and contract employees of PT Sumber Alfaria Trijaya Tbk/Alfamart. The results of the study showsignificance value of  $0.00 < 0.05$  that there is a difference in compensation between contract employees and permanent employees of Alfamart. Then has a significance value  $0.399 > 0.05$  There is no difference in job satisfaction between contract employees and permanent employees of Alfamart. In employment status and length of workhas a significance value of  $0.000 < 0.05$  the compensation received by employees has a significant effect on job satisfaction in terms of the lengthand employment status of Alfamart employees. An equal proportion of compensation to employees is able to maintain the company's defense.*

**KEYWORDS** -*Compensation, Job Satisfaction, Kruskal-Wallis Test, Friedman Test*

### **I. INTRODUCTION**

In the future era, organizational expertise in recruiting, improving and maintaining high-quality resources will become a critical aspect in the formulation of improving high-performing organizations[1]. Human resources are arranged to be able to do something targeted by the organization's system[2]. Organizational success or failure depends on the expertise of organizational leaders to practice management, retain, and reward talented and competent employees [3]. Basically management that is objective is based on the assumption that employees want to put extra effort in order to maximize the compensation they receive [4]. The interpretation of compensation that is considered relevant is good regarding compensation received in cash or in the form of non-cash [5]. In line with this opinion, according to Adeoye, compensation itself has three components, namely direct financial, indirect financial, and non-financial [6]. Furthermore, Yamoah reports the provision of wages and money appreciation, in the form of income accumulation or appreciation for performance as a popular tool for optimizing employee satisfaction and motivating them to do a better job [7].

Employee job satisfaction plays a very vital position on the performance of an organization [8]. Job satisfaction will significantly influence employees to work productively with good intrinsic motivation, because job satisfaction can result in action and support the best attitude of employees [9]. Job satisfaction is something that employees enjoy in carrying out their work, this is a major aspect, because it can be directly related to absenteeism, mental stress, and turnover [10]. Organizations must understand and master every matter that can provide job satisfaction to employees [11]. Employees will display positive behavior that is fun and work optimally when they are satisfied with their work [12].

Efforts to increase job satisfaction can be tried by carrying out appropriate compensation management, namely recognizing employee compensation so that it helps the organization to increase organizational commitment among its members [13]. Compensation management is not only about money, but also related to non-financial compensation that shares intrinsic or extrinsic motivation [14]. Some research shows that compensation has an effect on increasing employee job satisfaction [15, 16]. If organizational management fails to formulate, manage and practice compensation policies, then the best human resources of an organization will leave their jobs because they get better compensation offers elsewhere [17].

Most modern retail companies forget about the importance of the balance design of compensation that causes job dissatisfaction. Based on direct interviews with several Alfamart employees located in West Bekasi, it was stated that they received the last annual bonus only in 2019, because in 2020 until now there has been a

Covid-19 pandemic that has spread widely to various regions and has an impact on retail sales. The interview also found a statement about the difference in income received between permanent employees and contract employees of Alfamart in West Bekasi. The introduction of the paper should explain the nature of the problem, previous work, purpose, and the contribution of the paper. The contents of each section may be provided to understand easily about the paper. The results of previous research on employees of PT Sumber Alfaria Trijaya, Tbk/ Alfamart in Gedangan, Sidoarjo, East Java show that there is a partial effect of compensation on employee job satisfaction [18]. Other research results found the fact that inappropriate income compensation and neglected benefits can lead to dissatisfaction from employees [15]. Likewise in other research which shows the results that financial and non-financial compensation have a positive and significant effect simultaneously on employee job satisfaction at PT Semen Indonesia (Persero) Tbk [19]. Nawab & Bhatti reported that the relationship between employee compensation and job satisfaction showed a positive and significant relationship with each other [13]. Permadi states that compensation and work environment partially have a positive effect on job satisfaction and employee performance [20]. The same opinion from the research conducted by Ketut that compensation has a positive and significant effect on work motivation and employee job satisfaction [21]. In contrast to Wilkin asserts that there is a small but significant difference in the effect of compensation on job satisfaction between contract employees and permanent employees, because contract employees as a group are slightly less satisfied with their jobs than permanent employees [22]. Adeoye reported that compensation affects employee job satisfaction, there is a relationship between compensation management and employee job satisfaction [6]. Mabaso states that there is a positive relationship between compensation and job satisfaction [23]. Reported by Muguongo that benefits, non-financial compensation, awards and recognition affect job satisfaction [24].

However, different results were found for employees of Expresso Telecom Group (EXPRESSO) where compensation and job satisfaction did not prove a significant effect. However, compensation components in the form of career development and job security are aspects that contribute to job satisfaction [7]. Likewise with the research results of Pepira-mensah which explains that compensation and job satisfaction do not show a significant relationship, however, the components of compensation in the form of career development and job security are factors that contribute to job satisfaction [5].

Based on the phenomena that occurred at PT Sumber Alfaria Trijaya Tbk/ Alfamart and supported by several related previous studies, the authors will conduct research on the effect of compensation on job satisfaction of permanent employees and contract employees of Alfamart locus in West Bekasi with the aim of identifying how compensation affects the performance of employees. job satisfaction between permanent employees and contract employees of PT Sumber Alfaria Trijaya Tbk/ Alfamart. This research intends to use a different perspective from other research, by carrying out an analysis confirmation between permanent employees and contract employees of PT Sumber Alfaria Trijaya Tbk/Alfamart Bekasi Barat in terms of work status and length of service of employees on compensation and job satisfaction through the Kruskal-Wallis Test procedure.

## **II. LITERATURE REVIEW**

### **2.1 Compensation**

Compensation is often referred to as an award given to employees as a form of retaliation for contributions made to the organization [4]. Compensation is given in the form of benefits, salaries and employee benefits in the form of paid vacations, insurance, maternity leave, free excursion facilities, pension benefits, and others [5].

Compensation is divided into financial and non-financial compensation. According to [2], financial compensation directly distributes financial recognition to many people for the work of employees in the form of receipts or income according to employee performance targets and according to the level of competence or special expertise. While financial incentives are given with the aim of motivating employees in their achievement goals, improving their performance or increasing their competence or expertise by focusing on specific goals and priorities. Indirect financial compensation or Fringe Benefit is an additional benefit that is submitted based on the company's policy as an effort to improve employee safety and welfare such as: health insurance, life insurance, employment insurance, housing assistance, and others [25]. While non-financial compensation is listed in the form of skills development, training and job development opportunities [2].

### **2.2 Job Satisfaction**

Sources of job satisfaction among employees are also the main focus of investigation, so they can be used to strengthen perceived job satisfaction and thereby increase employee effectiveness and commitment and decrease motivation to quit work [1].

The factors that influence job satisfaction are: (1) salary which is an aspect of fulfilling the life desires of employees which is considered appropriate or not; (2) the work itself, because each job requires a special

skill that suits each of its aspects; (3) co-workers who are aspects related to the bond between employees and their superiors as well as with other employees, whether similar or with different types of work; (4) superiors, because a good leader means they want to respect the work of their subordinates; (5) promotion and work area, because each job requires a special skill that fits each aspect.

**III. HYPOTHESES AND FRAMEWORK OF THOUGHT**

**3.1 Compensation Differences Between Contract Employees and Permanent Employees**

Employee compensation is a sensitive subject and they get very excited about trying it out and determining the most appropriate compensation plan for any business. Compensation and benefits will affect employee job satisfaction. Compensation and benefits regularly become the top three factors that affect employee job satisfaction. From here, it will be seen that compensation and benefits have a positive relationship with employee job satisfaction[5, 6]. Therefore, it would be better to offer contract employees or permanent employees competitive salaries and benefits, or reduce the gap between salary expectations between contract employees and permanent employees[22]. On the basis of this, the following hypotheses can be proposed:

*H<sub>1</sub>: There is a significant difference in compensation between contract employees and permanent employees.*

**3.2 Differences in Job Satisfaction Between Contract Employees and Permanent Employees**

Employee satisfaction produces a harmonious bond between the company and employees. Employee satisfaction or dissatisfaction is an employee's reaction to the assessment of the level of conformity between expectations and the ability of concrete work concepts experienced by employees[9, 10]. Basically, each employee has a different level of satisfaction from one another. Whether it comes from employee status or something else[7]. Each company also differs in observing employee welfare which results in job satisfaction. Generally this is directly related to productivity as well as personal well-being. On the basis of this, the following hypotheses can be proposed:

*H<sub>2</sub>: There is a significant difference in job satisfaction between contract employees and permanent employees.*

**3.3 The Effect of Compensation on Job Satisfaction Seen From Work Status**

From the results of research by Puspasari it can be seen that employees who are domiciled with clear employment status always aim for greater job satisfaction as a result they are in a satisfied situation [12]. On the other hand, Wilkin explains that for employees who have contract employment status, they have low job satisfaction as a result they are in a dissatisfied situation [22]. The employee feels insecure with his current employment status because every person in charge has the desire to obtain a permanent employment status and a position that is in accordance with his abilities, and this is something that the contract employee status does not have[26]. On the basis of this, the following hypotheses can be proposed:

*H<sub>3</sub>: There is an effect of compensation on job satisfaction in terms of work status*

**3.4 The effect of compensation on job satisfaction is seen from the length of work**

Puspasari reports that the length of work of employees is the reason that employees have adapted well, both to the office environment or to their co-workers [12]. Employees who have job satisfaction, they feel motivated in their duties, namely the responsibility that exists in their work and proper appreciation from the company obtained for the work they have tried. Cuyper revealed otherwise, dissatisfied employees are employees who feel there are no opportunities for job development and do not find responsibility in carrying out work [26, 27]. On the basis of this, the following hypotheses can be proposed:

*H<sub>4</sub>: There is an effect of compensation on job satisfaction seen from the length of work*

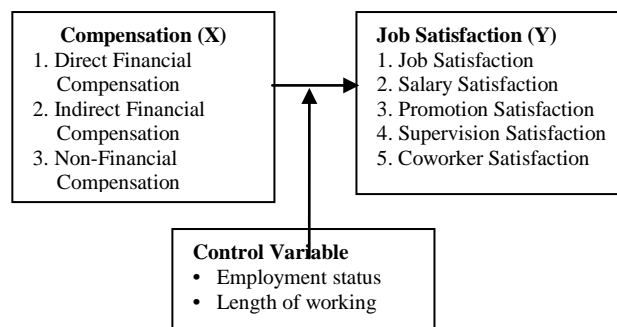


Figure 1. Framework

**IV. MATERIALS AND METHODS**

**4.1 Study Sample**

The sampling technique used is saturated sampling technique or total sampling[28]. The sample in this study were 100 employees of Alfamart consisting of 50 permanent employees and 50 contract employees of Alfamart West Bekasi.

**4.2 Study Design**

This research is explanatory in nature which is carried out to determine whether a causal relationship is true or not, to determine the truth between two or more competing explanations. Researchers want to know the effect of compensation on job satisfaction between contract employees and permanent employees[28].

**4.3 Statistical Method**

The variables used are: (1) the dependent variable (the dependent variable) namely Job Satisfaction with indicators of job satisfaction, salary, promotion, supervision, co-workers; (2) independent variables (independent variables), namely compensation with indicators of direct financial compensation, indirect financial compensation, and non-financial compensation; (3) control variables, namely work status and length of work. These dimensions will be tested for validity and reliability. After that, the data will be analyzed using the classical assumption test using the Kolmogorov-Smirnov test for normality. Furthermore, the data hypothesis test was carried out using the Kruskal-Wallis analysis[28].

**V. RESULTS**

Based on the sex of the respondents who dominated in this study were 54 men and 51 women. This means that the company's employees have almost the same gender proportion, where the expected performance of the company is not seen from the gender of its employees. Based on the age of the respondents who dominate in this study are those who have an age range of 25-30 years. This shows that in that age range a person can be considered to have high work productivity with thoughts that are starting to mature in dealing with work problems. Based on the length of work that dominates the working period, employees are in the range of 1-2 years. This shows that it can be indicated for high employee turnover because the dominance of employees who work in the company is still relatively short in the span of 1-2 years. Based on employee status, the dominance of the company's employee status is as contract employees as many as 54 people, however it cannot be denied that the number of permanent employees of the company has a slight difference, which is 51 people. Thus, it can be concluded that the proportion between contract employees and permanent employees is balanced.

**5.1 Kolmogorov-Smirnov Normality Test**

The Kolmogorov-Smirnov value of each variable and the two differentiating groups, namely contract employees and permanent employees have a significance value that is still far or smaller than 0.05, [28] where  $H_0$  is rejected which it means that the residual data is not normally distributed.

**Case Processing Summary**

	Status	Cases Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
JS	Contract Employees	55	100,0%	0	0,0%	55	100,0%
	Permanent Employees	50	100,0%	0	0,0%	50	100,0%
C_jos	Contract Employees	55	100,0%	0	0,0%	55	100,0%
	Permanent Employees	50	100,0%	0	0,0%	50	100,0%

**Tests of Normality**

	Status	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
JS	Contract Employees	,258	55	,000	,705	55	,000
	Permanent Employees	,182	50	,000	,919	50	,002
C_jos	Contract Employees	,217	55	,000	,852	55	,000
	Permanent Employees	,147	50	,009	,921	50	,003

a. Lilliefors Significance Correction

Table 1. Normality Test

**5.2 Analysis of Hypotheses 1 and 2 Using Kruskal-Wallis Test**

There is a significant difference between the two variables in each group to be compared. The conclusions that can be drawn from this test are: (1) The compensation variable has a significance value of  $0.00 < 0.05$ , so Hypothesis 1 proposed in this study that can be accepted is that there is a difference in compensation between permanent employees and contract employees; (2) the job satisfaction variable has a significance value of  $0.399 > 0.05$ , so Hypothesis 2 proposed in this study is acceptable, namely there is no difference in job satisfaction between permanent employees and contract employees.

**Ranks**

	Status	N	Mean Rank
C_jos	Contract Employees	55	40,78
	Permanent Employees	50	66,44
	Total	105	
JS	Contract Employees	55	50,66
	Permanent Employees	50	55,57
	Total	105	

**Test Statistics<sup>a,b</sup>**

	C_jos	JS
Kruskal-Wallis H	18,768	,712
df	1	1
Asymp. Sig.	,000	,399

a. Kruskal Wallis Test

b. Grouping Variable: status

Table 2. Kruskal-Wallis Result

**5.3 Analysis of Hypotheses 3 and 4 Using Friedman Test**

Friedman test results (see appendix 5) show that two things to compare to see the effect of compensation on employee job satisfaction, namely in terms of status and length of work have a significance value of  $0.000 < 0.05$ , so it can be concluded that: (1) Hypothesis 3 which can be accepted is that compensation has a significant effect on job satisfaction in terms of employee status; (2) Hypothesis 4 which can be accepted is that compensation has a significant effect on job satisfaction as seen from the length of work of employees.

**Ranks**

	Mean Rank
JS	2,93
C_jos	2,07
Employment Status	1,00

**Test Statistics<sup>a</sup>**

N	105
Chi-Square	196,539
df	2
Asymp. Sig.	,000

a. Friedman Test

**Ranks**

	Mean Rank
JS	2,93
C_jos	2,07
Length Working	of 1,00

**Test Statistics<sup>a</sup>**

N	105
Chi-Square	196,539
df	2
Asymp. Sig.	,000

a. Friedman Test

Table 3. Friedman Test Result

## VI. DISCUSSION

Broadly speaking, this study shows that the proposed hypothesis is acceptable, although there is one hypothesis that cannot be accepted. In this case there are two groups, namely contract employees and permanent employees of Alfamart who want to know the difference in terms of compensation and job satisfaction in terms of employee status and length of work. The results of the study prove that there is a difference in compensation between contract employees and permanent employees of Alfamart. This means that Alfamart provides a different proportion of compensation between contract employees and permanent employees. The results of this study also mean that there are barriers or gaps in terms of the type or amount of compensation received by contract employees and permanent employees. Based on the characteristics of the respondents in terms of age, most of the respondents are in the age range of 20-25 years and 25-30 years, which means that Alfamart's employee turnover is quite high. This could be due to the unequal distribution of compensation among contract and permanent employees, so that employees feel dissatisfied and disadvantaged. In addition, the results of the study prove that there is no difference in job satisfaction between contract employees and permanent employees of Alfamart. This shows that the job satisfaction of Alfamart employees does not depend on the status of employees, both contract employees and permanent employees. Another result is that research proves that compensation has a significant effect on job satisfaction in terms of work status for Alfamart employees. This means that if the compensation provided by the Alfamart company is getting better and fairer on work status, it will increase employee job satisfaction. The results also prove that compensation has a significant effect on job satisfaction in terms of the length of work of Alfamart employees. This means that the longer the employee's tenure, the better the compensation provided by the Alfamart company so that this will increase employee job satisfaction.

## VII. CONCLUSION

Based on the results of data analysis, this study can be concluded that there are differences in compensation between contract employees and permanent employees of Alfamart, there are differences in compensation between contract employees and permanent employees of Alfamart, there is no difference in job satisfaction between contract employees and permanent employees of Alfamart, compensation has a significant effect on satisfaction In terms of work status of Alfamart employees, compensation has a significant effect on job satisfaction in terms of length of work for Alfamart employees. Alfamart needs to consider providing a fair proportion of compensation between contract employees and permanent employees by making new work agreements so that employees feel comfortable in doing their jobs. In addition, Alfamart needs to evaluate employees from the lowest to the highest levels. Alfamart can also classify several employees who have long working periods with high levels of job satisfaction and short work periods with low levels of job satisfaction. Meanwhile, future researchers are expected to be able to develop and strengthen this research model with a combination of model development by including other variables such as -burn out and turn over intention, as well as employee commitment so that later they can use a stronger analysis than the one used in this study. namely the Kruskal-Wallis test. In addition, further researchers are expected to produce new variables as factors that can shape one's job satisfaction.

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