



THE EFFECT OF SUPERVISOR AND COMPENSATION ON EMPLOYEE JOB SATISFACTION OF PT KARYA MANUNGAL JATI

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Abstract

This study aims to determine the effect of supervision and compensation on job satisfaction of PT Karya Manunggal Jati employees. This type of research uses quantitative descriptive. The population in this study were all employees of PT Karya Manunggal Jati in Sidoarjo City. The number of samples used in this study were 57 respondents with the sampling technique using the slovin technique. The research instrument used a questionnaire with google form and used Partial Least Square (PLS) analysis tools. The analysis technique includes validity test, reliability test, and hypothesis testing. The results in this study indicate that supervision and compensation have a positive and significant effect on employee job satisfaction.

Keywords: Supervisor, Compensation, Job Satisfaction

INTRODUCTION

Job satisfaction is a feeling experienced by an employee at work. According to (Sunaryo and Nasrul 2018) states that job satisfaction can be interpreted as a positive expression or not towards the conditions of the work being done. The level of job satisfaction of each individual is different and cannot be generalized. According to Rahman (2019) explains that the level of job satisfaction will increase or be high if the company can fulfill the wishes of its employees. If the company can provide what its employees want, it will have an impact on increasing morale so that the resulting productivity increases. However, if the company cannot fulfill or provide the wishes of its employees, it will have an impact on reducing the level of satisfaction felt so that it can provide a decrease in employee performance. Making the best decision produced by a human resource shows a person's Performance and ability to analyze a problem in the scope of work and position. However, this cannot be separated from carefulness and accuracy in determining an employee to be in a specific job and position.

A factor that can affect employee job satisfaction is job supervision. According to Rosalinda, Rahayuningsih, et al (2021), supervision is an activity that aims to control the continuity of the work carried out by employees. Supervision is one of the important things in the company because with supervision the boss will easily know the course of activities in the company and minimize errors that occur. Supervision that is carried out regularly can reduce errors that occur so that employees can do their work quickly and precisely and this can lead to employee job satisfaction. According to M Busro (2018) states that supervision is an activity carried out to control all employees and work according to the company's SOP so that company goals can be achieved.

Another factor that affects employee job satisfaction is compensation. Compensation is a form of appreciation given to employees for meeting company targets. According to Rahayu and Pramularso (2019), it means that compensation is a gift given by the company as a form of reward for contributing

to the sustainability of the company. Compensation can affect employee job satisfaction. This is because if the right compensation can foster a sense of enthusiasm and motivation for employees to improve their performance so as to provide job satisfaction for employees. According to Septerina and Irawati (2018), providing compensation will make employees motivated and enterprising in completing their work. To achieve this, the company must be obliged to provide rewards in accordance with what its employees have done.

PT Karya Manunggal Jati is one of the companies engaged in the service sector. The company focuses on improving human resources and providing labor for several companies throughout Indonesia. So far PT Karya Manunggal Jati has 132 permanent employees and more than 17,000 contract employees and has been trusted by 154 partner companies.

Based on observations, it is known that there are problems related to employee job satisfaction at PT Karya Manunggal Jati. This is indicated because of the turnover that occurs in the company. The turnover rate that occurs in the company fluctuates up and down. One of the causes of turnover is employee dissatisfaction at work. This result is in accordance with the statement from Prawitasari (2016) that job satisfaction can affect the employee turnover rate, because if employee job satisfaction is lower, the stronger the employee's urge to leave his job.

Besides problems related to job satisfaction, there are also problems that occur, namely supervision in the company. This is indicated because the lack of supervision levels results in less disciplined employees and has an impact on tardiness or absenteeism. This is in line with the statement of Subhan (2017) which states that good supervision at work can provide optimal work results so that it can increase the sense of job satisfaction in employees.

In addition to supervision, there are indications that another problem that occurs at PT Karya Manunggal Jati is compensation. Compensation provided by the company in the form of awards is felt to be lacking by employees. Providing compensation can affect employee job satisfaction, because one of the success factors of an organization is influenced by employee productivity and performance, so that with increased job satisfaction it is expected that employees can complete work properly and on time. This is in line with the statement of Adolfini and Roring (2018) that the provision of good and appropriate compensation can affect employee job satisfaction. The purpose of this research is to analyze the effect of supervision and compensation on employee job satisfaction at PT Karya Manunggal Jati.

LITERATURE REVIEW

Supervision

Supervision is an activity to supervise and observe the implementation of ongoing work. Supervision has the aim of minimizing if there are errors that occur while working and if an error occurs it will be immediately easy to handle or correct so that it does not interfere with the process of running activities according to Zillah, Husniati, et al (2022). According to Inu Kencana Syafie (2019) companies

must monitor ongoing activities to prevent the possibility of non-compliance and take action against these deviations so as to achieve company goals. According to Putri, Ina Namora (2019) the work supervision function is a form of evaluating the success of achieving a business goal against what has been planned and the steps used to clarify and correct deviations that occur. Supervision indicators according to Rosalinda, Rahayuningsih, et al (2021) are such as setting standards, measuring work implementation, determining assessments, correcting deviations. In line with research conducted by Rahman (2019) which states that supervision has a positive and significant effect on job satisfaction.

Compensation

Compensation is a reward or appreciation for contributions to the company. According to Hasibuan (2017) compensation is income in the form of money or goods provided by the company in return for employee performance. According to Rahayu and Pramularso (2019), compensation can be used in accordance with the purpose of its provision, namely to measure job satisfaction, motivation and work discipline. Compensation is divided into 2 categories, namely financial and non-financial compensation. Indicators of compensation according to Prawira (2020) are such as loyalty, fairness and appreciation. This research is in line with previous research conducted by Wulandari (2022), Yuananda and Indriati (2022) which states that compensation has a positive and significant effect on job satisfaction.

Job satisfaction

Job satisfaction is a feeling felt by someone at work. According to Wibowo (2018) explains that job satisfaction is an individual's description of whether or not he feels good about work. According to Robbins (2018) job satisfaction is the result of an individual's evaluation of positive and negative feelings about the job. Job satisfaction has an influence on employee productivity because if employee job satisfaction can be fulfilled by the company, it will increase enthusiasm and motivation at work and vice versa according to Bangun (2018).

There is a two-factor theory in job satisfaction that is recommended regarding satisfaction and dissatisfaction, namely in general, people expect certain factors to be satisfying and unsatisfying if they are absent. In this theory, dissatisfaction relates to the conditions surrounding the job (such as working conditions, pay, safety, quality of supervision, and relationships with others) rather than the job itself. In contrast, satisfaction comes from factors related to the job itself, such as the nature of the work, achievement, opportunities for advancement, and opportunities for self-development and recognition according to Damayantias (2020). Indicators of job satisfaction according to Priansa (2018) are such as salary, promotion, the job itself, procedures and regulations, coworkers, and benefits.

METHOD

The research is a research using quantitative methods. In this study there are 3 variables namely supervision, compensation, and job satisfaction. This research was conducted at PT Karya Manunggal Jati, Sidoarjo. The population used in the study were all employees with a total of 132 people. The number of samples that became research respondents was 57 people with sampling using the slovin formula. The instrument used in collecting respondent data uses a questionnaire with a Likert scale, then the data is analyzed using Partial Least Square (PLS) analysis.

RESULTS AND DISCUSSION

Inner Model Evaluation

Table 1 *R-square*

	R Square
Kepuasan Kerja	0,933

Source: Data Processing Results

The R-Square value explains how much the exogenous variables are modern and able to explain the endogenous variables. The criteria for the value of R2 are divided into three classifications, namely R2 0.67 (Substantial), R2 0.33 (Moderate), R2 0.19 (Weak). The RSquare value of this study is 0.933, which means that the value is said to be greater than the rsquare criteria so that it is included in the substantial R-Square

Table 4 Path Coefficients

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Pengawasan -> Kepuasan Kerja	0,238	0,254	0,101	2,357	0,019
Kompensasi -> Kepuasan Kerja	0,744	0,727	0,101	7,387	0,000

Source: Data Processing Results

Hypothesis 1 : Supervision has a positive effect on employee job satisfaction is accepted with a Path Coefficients value of 0.238, and the T statistic value of 2.357 is greater than the Z value $\alpha = 0.05 (5\%) = 1.96$, so significant (positive) results are obtained.

Hypothesis 2 : Compensation has a positive effect on employee job satisfaction is accepted with a Path Coefficients value of 0.744, and the T statistics value of 7.387 is greater than the Z value $\alpha = 0.05 (5\%) = 1.96$, so significant (positive) results are obtained.

Effect of Supervision on Job Satisfaction

Based on the findings in the research analysis, it can be seen that supervision has a positive and significant effect on job satisfaction of PT Karya Manunggal Jati employees. This means that supervision has an impact on employee job satisfaction.

In this study, standard setting is the strongest factor in influencing supervision. This means that the company must provide clear directions and be easily understood by employees in accordance with the applicable SOP, especially in the rules of working hours. This is very important to do because setting clear standards can make it easier for employees and can minimize errors that occur when working. In line with research conducted by Sari, Damayanti, et al (2020) stated that the main purpose of supervision is to ensure that planned activities can run according to plan. In order for this main objective to be truly achieved, the purpose of supervision is to ensure that work is carried out in accordance with the instructions given, identify weaknesses and difficulties in implementation to ensure that the work is carried out properly and completed on the spot. These actions can be taken to fix existing problems both now and in the future.

This research supports previous research conducted by Tika Andri Yaningsih (2022), showing that supervision has a positive and significant effect on work performance. This study supports previous research conducted by Tika Andri Yaningsih (2022), showing that supervision has a positive and significant effect on job satisfaction. This shows that job supervision has a role in increasing employee job satisfaction, because if the company increases job supervision, employee job satisfaction will indirectly increase. Other research conducted by Rahman (2019), Aprilandi (2019) and Sumaeni, HR, et al (2019) stated that supervision has a positive and significant effect on employee job satisfaction.

Effect of Compensation on Job Satisfaction

Based on the results of the research that has been conducted, it is found that compensation has a positive and significant effect on employee job satisfaction of PT Karya Manunggal Jati. This explains that compensation has an impact on employee job satisfaction. In accordance with previous research conducted by Fajrina & Kustini (2022) explained that if the company provides good compensation, the job satisfaction felt by employees will be higher so that the goals of the company can be easily achieved quickly and accurately.

In this study, appreciation is the strongest factor in influencing compensation. This means that if the company wants its employees to work well according to the direction given, then the company must also provide feedback to its employees. Feedback can be in the form of appreciation given by superiors to their employees in the form of goods or money and awards in the form of certificates. Leaders in an organization should give awards for the success of employees in completing their tasks or work, Zulkifli (2022). Therefore, the company must know the importance for employees because if the company gives awards, it will be able to influence morale and indirectly the productivity produced increases and the job satisfaction experienced by employees increases. To get a sense of high job satisfaction, the

company must create conditions that can encourage employees to develop and improve their abilities and skills. One of the efforts that must be taken is to compensate employees.

This research is in accordance with previous research conducted by Mustikaningsih & Irbayuni (2022) stated that the provision of compensation to employees both in amount and on time has been determined, so that employee satisfaction at work is increasing. This is in line with research conducted by Saputra (2021), Damayantias (2020) and Iroth, Lengkong, et al (2018) that compensation has a positive and significant effect on employee job satisfaction

CONCLUSION

Based on the results of the test, it can be concluded that supervision and compensation have an influence on the job satisfaction of PT Karya Manunggal Jati employees. Suggestions that can be given by researchers to companies are that companies must improve supervision, especially in setting employee work standards. By paying more attention and making clear work standards for employees, so that employees can complete work according to a predetermined plan. Then the company must also provide award compensation to employees. This has the ability to make employees increase productivity, so that with the provision of appropriate compensation, employees will be more motivated and enthusiastic in working.

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