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The Effect of Compensation and Motivation on Employee Job Satisfaction at PT Chandra Mitra Abadi

Dandi Parsaulian*
[1] Universitas Kristen Indonesia, Jakarta, Indonesia
email: dandiparsaulian@gmail.com[1]

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Abstract

This study aims to analyze the effects of compensation and work motivation on employee job satisfaction at PT Chandra Mitra Abadi. A quantitative descriptive-correlational design was applied using a saturated sample of 50 employees. Primary data were collected through a five-point Likert-scale questionnaire measuring compensation, work motivation, and job satisfaction. Compensation was assessed through wages and salaries, incentives, and benefits, while work motivation covered achievement, affiliation, and power needs. Data were analyzed using Pearson Product Moment validity testing, Cronbach's Alpha reliability testing, Spearman Rank correlation, and partial t-tests with SPSS 20. The results show that compensation has a positive, significant, and very strong relationship with job satisfaction (rs = 0.849; Sig. = 0.000; t = 9.625 > 2.021), supporting H1. Work motivation also has a positive, significant, and very strong relationship with job satisfaction (rs = 0.978; Sig. = 0.000; t = 32.584 > 2.021), supporting H2. Work motivation demonstrates a stronger relationship with job satisfaction than compensation. These findings indicate that employee satisfaction is closely associated with both financial rewards and motivational conditions. PT Chandra Mitra Abadi should maintain adequate compensation, improve incentive arrangements, and strengthen recognition, employee development, workplace relationships, and career opportunities.

Keywords: *Compensation, Employee Job Satisfaction, Human Resource Management, Motivation, Reward System.*

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INTRODUCTION

Employee job satisfaction has become a strategic concern for firms seeking to maintain labor productivity, operational continuity, and efficient human-resource expenditure under increasingly competitive business conditions. Compensation represents a direct financial commitment by an organization to its workforce, making the effectiveness of reward allocation relevant not only to employee welfare but also to organizational cost management and economic stability. Empirical evidence indicates that a well-structured compensation system can strengthen employee satisfaction because employees evaluate monetary and nonmonetary rewards as organizational recognition of their contribution (Zayed et al., 2022). The managerial value of compensation also extends beyond individual attitudes because total reward systems have been associated with job satisfaction and employee productivity, which ultimately affect organizational financial outcomes (Tarigan et al., 2022). Motivation constitutes a different but closely related mechanism because employees do not respond solely to financial rewards; their willingness to exert effort is also shaped by intrinsic and extrinsic drivers embedded in the employment relationship. Research has shown that both intrinsic and extrinsic motivation are relevant to the formation of job satisfaction, indicating that organizational efforts to improve satisfaction cannot rely exclusively on monetary incentives (Aljumah, 2023). The issue is particularly relevant for PT Chandra Mitra Abadi because effective management of compensation and motivation can influence whether employees perceive their employment conditions positively while continuing to support stable organizational operations.

The current state of research shows that compensation, rewards, and motivation are consistently positioned among the principal antecedents of employee job satisfaction, although they have been examined through different conceptual and empirical configurations. Studies focusing on compensation

indicate that employees tend to report higher satisfaction when organizational rewards are considered adequate and aligned with their contribution, while dissatisfaction may emerge when compensation is perceived as insufficient or inconsistent with work expectations (Cahyadi et al., 2023). Other research expands this relationship by showing that compensation can affect job satisfaction through motivational processes, suggesting that financial rewards may acquire greater behavioral significance when they reinforce employees' willingness to perform their work (Ashary, 2022). Evidence from Indonesian organizational settings further demonstrates that compensation and work motivation can operate simultaneously as determinants of job satisfaction rather than functioning as unrelated managerial factors (Rialmi et al., 2022). Research on remuneration also identifies job satisfaction as an important response to organizational reward practices, particularly where employees evaluate the adequacy of financial recognition under demanding working conditions (Wahyuhadi et al., 2023). Recent studies therefore move beyond a simple assumption that higher pay automatically produces greater satisfaction and instead emphasize the interaction between economic rewards, motivational conditions, and employees' evaluations of their employment experience. This body of knowledge establishes compensation and motivation as theoretically related but analytically distinguishable factors whose effects require examination within specific organizational environments.

Despite this accumulated evidence, the literature still presents a contextual and analytical research gap. Many contemporary studies examine compensation and motivation within models that also include work environment, organizational commitment, leadership, employee retention, or performance, making it difficult to isolate the direct contribution of compensation and motivation to job satisfaction in a specific firm. Research integrating compensation and work motivation with intention to stay illustrates how job satisfaction is frequently positioned as part of a wider behavioral model rather than as the principal dependent variable examined through two focused organizational determinants (Azzuhairi et al., 2022). Studies of motivation likewise commonly combine motivational factors with other organizational characteristics, such as leadership style and organizational climate, which broadens explanatory power but reduces the analytical focus on motivation itself (Kartini et al., 2023). Compensation research also shows that the relationship between reward systems and satisfaction may differ according to institutional setting and employee characteristics, indicating that findings from one organizational environment cannot automatically be transferred to another. Performance-based compensation, for example, has been shown to influence job satisfaction through employee orientations toward individual and interpersonal outcomes, demonstrating that reward perceptions are not uniform across workers (Chen & Yao, 2025). The unresolved issue is therefore not whether compensation and motivation can influence job satisfaction in general, but whether both variables demonstrate meaningful and distinct relationships with employee job satisfaction within the operational characteristics of PT Chandra Mitra Abadi.

The persistence of this gap has direct implications for both organizational scholarship and managerial decision-making. From an academic standpoint, applying findings from heterogeneous organizations without examining firm-specific conditions may lead to an overly generalized understanding of how employees evaluate rewards and motivational practices. Compensation policies involve recurring financial commitments, and ineffective allocation can increase labor expenditure without producing the intended improvement in employee attitudes. Evidence from recent research indicates that compensation and work environment jointly influence job satisfaction, confirming that the value of compensation depends partly on how employees interpret its adequacy within their broader employment conditions (Tarmidi et al., 2024). Motivation also requires separate managerial attention because employees' willingness to remain engaged may depend on recognition, opportunities for achievement, interpersonal relations, and other nonfinancial drivers. Research examining the relationship between work motivation and employee outcomes places job satisfaction as an important mechanism linking motivational conditions to organizational performance (Tambunan et al., 2025). Failure to identify the relative role of compensation and motivation at the organizational level may therefore encourage managers to emphasize financial incentives when motivational deficiencies are more influential, or to rely on motivational programs when dissatisfaction is primarily associated with reward arrangements. A focused empirical assessment is required to reduce this uncertainty and provide a more defensible basis for human-resource policy.

This study is positioned within the literature as a focused examination of compensation and motivation as direct predictors of employee job satisfaction at PT Chandra Mitra Abadi. Its novelty

does not arise from introducing new constructs, because compensation, motivation, and job satisfaction have already been established in human-resource and organizational research. The contribution instead lies in applying a parsimonious two-predictor model to a specific organizational population, rather than embedding the variables within broader frameworks containing multiple mediators or organizational outcomes. Previous research has emphasized reward systems across public-sector settings, where institutional characteristics may shape employees' responses to organizational compensation differently from those in private firms (Siregar et al., 2023). Other studies have examined compensation and rewards among Generation Z employees, indicating that employee characteristics may influence the way reward arrangements are associated with satisfaction (Sudaryanto et al., 2025). The present research addresses a different empirical setting by concentrating on employees of PT Chandra Mitra Abadi and evaluating compensation and motivation within the same analytical framework. The research gap concerns the limited organization-specific evidence regarding the direct contribution of these two variables, while the novelty lies in generating focused empirical evidence capable of distinguishing their respective relationships with job satisfaction within this firm.

The study therefore aims to analyze the effect of compensation on employee job satisfaction and to analyze the effect of work motivation on employee job satisfaction at PT Chandra Mitra Abadi. Based on the theoretical relationships and empirical evidence established in the preceding discussion, two hypotheses are formulated: H1: Compensation has a positive and significant effect on employee job satisfaction at PT Chandra Mitra Abadi. H2: Work motivation has a positive and significant effect on employee job satisfaction at PT Chandra Mitra Abadi. These objectives and hypotheses are designed to determine whether compensation and motivation independently provide meaningful explanations of variation in employee job satisfaction within the same organizational population. The scientific contribution of the study lies in strengthening context-specific evidence concerning the relationship between financial rewards, motivational conditions, and employee attitudes through a focused analytical model. Its empirical contribution is expected to clarify whether the relative importance of compensation and motivation identified in prior organizational research is also observable among employees of PT Chandra Mitra Abadi. From a managerial standpoint, the study can provide an evidence-based foundation for evaluating whether financial resources allocated to compensation and organizational efforts directed toward employee motivation correspond with higher levels of job satisfaction, thereby supporting more precise human-resource decisions related to workforce continuity and stable organizational performance.

RESEARCH METHODS

This study employed a quantitative descriptive-correlational design to examine the relationships of compensation and work motivation with employee job satisfaction at PT Chandra Mitra Abadi (PT CMA). The research was conducted at PT CMA, Jl. Yos Sudarso No. 89 Kav. B16, Sunter Jaya, North Jakarta, from October to December 2022. The population comprised all 50 employees of PT CMA, and saturated sampling was applied so that the entire population was included as the research sample. Primary data were obtained directly from respondents through a structured questionnaire, while secondary data were derived from literature and company information relevant to the research variables and employee population. The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), providing an ordinal measure of respondents' evaluations of the research constructs (Pallant, 2020). Compensation (X1) was operationalized through wages and salaries, incentives, and benefits, reflecting the principal forms of remuneration received by employees in exchange for their contribution to the organization (Rivai, 2011). Work motivation (X2) was measured through the need for achievement, affiliation, and power, while job satisfaction (Y) was assessed through the work itself, compensation, motivation from supervisors, and relationships with coworkers, consistent with the motivational and satisfaction dimensions employed in the original research framework (Mangkunegara, 2011). The questionnaire consisted of eight compensation items, six work-motivation items, and ten job-satisfaction items. The research procedure began with a preliminary assessment of organizational conditions and identification of issues related to compensation, motivation, and job satisfaction, followed by a literature review, preparation and distribution of the questionnaire, data processing, instrument testing, statistical analysis, and interpretation of the findings.

The collected responses were processed through editing, coding, tabulation, and scoring before statistical analysis. Editing was used to examine data completeness, coding converted responses into

numerical categories, tabulation organized the coded data into analyzable tables, and scoring assigned values according to the five-point Likert scale. Instrument validity was assessed using Pearson Product Moment correlation, with questionnaire items classified as valid when their calculated correlation coefficients exceeded the critical value specified in the original research; for 50 respondents at a significance level of 0.05, the reference value applied was 0.273 (Field, 2018). Instrument reliability was evaluated using Cronbach's Alpha to assess the internal consistency of the questionnaire items according to the criterion adopted in the original study (Hair et al., 2019). Hypothesis testing employed Spearman Rank correlation because the questionnaire responses were treated as ordinal data, allowing the direction and strength of the associations between compensation and job satisfaction and between work motivation and job satisfaction to be evaluated without imposing a parametric correlation structure (Pallant, 2020). Statistical significance was assessed at $\alpha = 0.05$, with probability values below 0.05 used as the criterion for rejecting the null hypothesis. Partial t-tests were also applied at a 95% confidence level by comparing the calculated t-value with the corresponding critical t-value to assess the statistical significance of each independent variable in relation to job satisfaction.

RESULTS AND DISCUSSION

Respondent Characteristics and Descriptive Profile of Compensation

The respondent profile provides an empirical basis for interpreting how employees assess compensation at PT Chandra Mitra Abadi. The study involved 50 employees, consisting of 32 men and 18 women, indicating that male employees represented 64% of the sample while female employees accounted for 36%. This composition is consistent with the operational characteristics of a loading and unloading company, where field-based activities may require a larger proportion of male workers. Employee characteristics are relevant because perceptions of remuneration can be shaped by differences in occupational roles, work demands, and organizational responsibilities. Human-resource management literature recognizes that compensation should reflect the nature of work and the contribution attached to particular organizational positions (Hasibuan, 2015). The demographic structure therefore provides an important frame for reading subsequent compensation responses without treating employee perceptions as detached from their work characteristics.

Educational attainment among the respondents was concentrated at the undergraduate level, with 36 employees holding bachelor's degrees, 12 holding diplomas, and 2 holding master's degrees. This distribution indicates that 72% of employees had completed undergraduate education, while only 4% had postgraduate qualifications. A relatively educated workforce may possess stronger expectations regarding compensation fairness, career recognition, and the correspondence between qualifications and organizational rewards. Compensation systems are expected to account for job value, competence, and employee contribution when determining appropriate forms of remuneration (Simamora, 2004). The educational profile may therefore influence how employees judge whether salaries, incentives, and benefits are consistent with their professional position. The data also suggest that respondents were sufficiently familiar with formal organizational systems to provide structured evaluations of compensation practices.

Table 1. Respondent Characteristics (n = 50)

Characteristic	Category	Number	Percentage (%)
Gender	Male	32	64
	Female	18	36
Education	Diploma	12	24
	Bachelor's Degree	36	72
	Master's Degree	2	4
Length of Service	1–3 years	12	24
	4–6 years	37	74
	7–9 years	1	2

Source: PT CMA, processed data

Length of service represents another important characteristic because 37 employees, or 74%, had worked at PT CMA for four to six years. Twelve employees had served for one to three years, while only one respondent had accumulated seven to nine years of service. The dominance of medium-tenure employees indicates that most respondents had sufficient organizational experience to assess compensation policies based on repeated exposure rather than short-term impressions. Longer organizational tenure can strengthen employees' ability to compare rewards, responsibilities, and organizational treatment over time. Compensation is closely related to employee retention because perceived fairness and adequacy of rewards can influence attitudes toward continued employment (Azzuhairi et al., 2022). The tenure profile therefore strengthens the relevance of the responses because most participants had substantial experience with the company's compensation arrangements.

The descriptive results for compensation indicate that employee evaluations were generally favorable, with an aggregate mean of 4.10 on the five-point Likert scale. All eight compensation items recorded mean scores above 3.90, showing that respondents tended to agree with positive statements concerning salaries, bonuses, incentives, and benefits. The highest mean, 4.22, was recorded for the statement that bonuses increased work enthusiasm, while monthly salary adequacy for daily needs reached 4.18. These findings suggest that both basic financial security and additional rewards were meaningful elements in employees' evaluation of the compensation system. Reward structures that combine stable pay and performance-related components can strengthen positive employment attitudes when employees perceive them as appropriate and recognizable (Tarigan et al., 2022). The descriptive pattern therefore indicates that compensation at PT CMA was viewed positively, although the strength of evaluation differed across individual reward components.

Table 2. Summary of Respondents' Responses on Compensation (X1)

No.	Statement	SA	A	N	D	SD	Score	Mean
1	Monthly salary is sufficient to meet daily living needs	19	24	4	3	0	209	4.18
2	Monthly salary is reasonable and appropriate to the employee's position	18	18	11	3	0	201	4.02
3	The bonus provided increases work enthusiasm	21	22	4	3	0	211	4.22
4	Bonuses are fairly distributed to employees	18	25	4	0	3	205	4.10
5	The incentives received meet expectations	13	28	6	0	3	198	3.96
6	The amount of incentives corresponds to work results	18	23	6	0	3	203	4.06
7	Benefits are appropriate to roles and positions	17	24	6	3	0	205	4.10
8	Holiday allowances are appropriate to job positions	21	17	9	3	0	206	4.12
	Overall Average						1638	4.10

Source: PT CMA, processed data.

SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Table 2 shows that bonus-related compensation generated one of the strongest positive responses among employees. Twenty-one respondents strongly agreed and 22 agreed that the bonus provided increased work enthusiasm, producing a score of 211 and a mean of 4.22. The result suggests that bonuses were not perceived merely as additional income but also as a form of acknowledgment that could reinforce willingness to work. Financial rewards may acquire motivational significance when employees interpret them as recognition of their contribution and achievement (Zayed et al., 2022). The high bonus evaluation also supports the view that variable rewards can complement fixed salaries in shaping favorable employee attitudes. This pattern indicates that the psychological meaning attached to compensation may be as relevant as its immediate monetary value.

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Salary-related responses also reveal a generally favorable pattern, although perceptions of adequacy were slightly stronger than perceptions of positional fairness. The statement that monthly salary was sufficient for daily living needs reached a mean of 4.18, whereas the statement that salary was reasonable and appropriate to the employee's position recorded a mean of 4.02. This difference suggests that employees were more confident about the functional adequacy of salary than about its alignment with organizational position. Compensation satisfaction can depend on whether employees consider the amount received proportional to their duties, qualifications, and workload rather than simply sufficient for consumption needs (Cahyadi et al., 2023). The eleven neutral responses on positional salary fairness also indicate that a notable group of employees did not express a clear positive judgment on this issue. Management may therefore need to distinguish between salary sufficiency and perceived internal equity when evaluating the effectiveness of its compensation structure.

Incentives constituted the comparatively weakest element of the compensation profile, particularly the statement that incentives met employee expectations, which recorded a mean of 3.96. Although 41 respondents selected agree or strongly agree, six were neutral and three strongly disagreed, indicating greater variation in perceptions than for most other compensation items. The item concerning whether incentive amounts corresponded to work results also received a relatively lower mean of 4.06. Such results suggest that employees may recognize the existence of incentive payments while remaining less uniform in their assessment of adequacy and performance alignment. Research on performance-linked compensation emphasizes that job satisfaction may depend on how employees interpret the fairness and relevance of rewards attached to individual performance (Chen & Yao, 2025). The descriptive evidence therefore identifies incentive design as the most sensitive compensation component within the PT CMA data.

Benefits and holiday allowances produced relatively stable positive evaluations, with mean scores of 4.10 and 4.12 respectively. These scores indicate that respondents generally viewed benefits as appropriate to their roles and perceived holiday allowances as reasonably aligned with job positions. Non-salary compensation contributes to the wider reward package because employees evaluate employment value through a combination of direct pay and supplementary benefits. Empirical evidence on remuneration has shown that broader compensation arrangements are associated with employee satisfaction when financial recognition is perceived as supportive and institutionally consistent (Wahyuhadi et al., 2023). The balanced evaluations across salary, bonus, and benefit items indicate that PT CMA's compensation structure was broadly accepted by respondents. The weaker incentive responses, however, show that favorable aggregate compensation should not obscure specific areas where perceptions of fairness and adequacy remain less uniform.

Work Motivation and Job Satisfaction Profile

4.2 Work Motivation and Job Satisfaction Profile The descriptive results show that work motivation at PT Chandra Mitra Abadi was evaluated positively, with an aggregate mean score of 4.11 across six questionnaire items. The strongest motivational response emerged from the affiliation dimension, indicating that interpersonal relationships occupied a prominent position in employees' work experience. Work motivation is commonly associated with the internal and external forces that direct effort, persistence, and willingness to participate in organizational activities (Gibson et al., 2013). Employees who perceive opportunities for achievement, social connection, and influence may develop stronger psychological attachment to their work. The observed pattern suggests that motivation at PT CMA was not concentrated exclusively on financial considerations but was also supported by social and developmental elements. This structure is relevant because contemporary evidence indicates that both intrinsic and extrinsic motivational mechanisms contribute to differences in employee job satisfaction (Aljumah, 2023).

The need for affiliation produced the strongest responses, with close relationships among employees obtaining a mean of 4.40 and workplace social interaction recording 4.32. The need for achievement also received positive evaluations, reflected in mean scores of 4.10 for opportunities to develop skills and 4.14 for recognition received at work. A markedly lower response was found for the opportunity to occupy a particular position, which recorded a mean of 3.66. This gap indicates that social integration and achievement-related experiences were perceived more favorably than opportunities associated with authority or advancement. Motivation theory distinguishes achievement, affiliation, and power as separate needs that can vary in intensity within the same workforce (Hasibuan,

2015). The PT CMA data therefore indicate that affiliation was the dominant motivational dimension, while power-related opportunities represented the least strongly perceived component.

Table 3. Summary of Respondents' Responses on Work Motivation (X2)

No.	Statement	SA	A	N	D	SD	Score	Mean
1	Opportunities to develop skills and abilities	20	20	5	5	0	205	4.10
2	Recognition at work motivates employees	22	16	9	3	0	207	4.14
3	Social interaction among employees supports work	30	12	5	0	3	216	4.32
4	Maintaining close relationships with all employees	31	14	2	0	3	220	4.40
5	Opportunity to participate in determining goals to be achieved by supervisors	23	15	6	3	3	202	4.04
6	Work enthusiasm arising from opportunities to occupy certain positions	16	9	17	8	0	183	3.66
	Overall Average						1233	4.11

Source: PT CMA, processed data.

SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Table 3 shows a clear concentration of favorable responses around interpersonal relations and recognition. Forty-five respondents selected agree or strongly agree for the statement concerning close relationships with other employees, while forty-two provided the same favorable response to social interaction that supported work. This pattern indicates that the social structure of the workplace may function as an important motivational resource at PT CMA. Strong affiliation can support satisfaction by reducing interpersonal friction and creating a work environment in which employees perceive social acceptance and cooperation. Empirical research has similarly linked work motivation with job satisfaction when employees perceive supportive organizational and interpersonal conditions (Masman et al., 2023). The lower evaluation of positional opportunities suggests that career-related motivation may require different managerial mechanisms from those used to maintain interpersonal cohesion.

Employee job satisfaction also showed a favorable descriptive profile, with an aggregate mean score of 4.14 across ten questionnaire items. The highest mean was recorded for organizational recognition of successful task completion at 4.40, followed by the perceived appropriateness of bonuses at 4.32 and clarity of company guidance at 4.30. Satisfaction with current work reached 4.06, while pride in one's job recorded 4.14, indicating generally positive affective evaluations of employment. The lowest mean, 3.66, appeared on the statement that incentives increased work enthusiasm, mirroring the weaker incentive-related pattern observed in the compensation data. Job satisfaction reflects employees' evaluations of multiple employment attributes rather than a response to a single organizational factor (Sutrisno, 2009). The distribution therefore suggests that recognition, reward adequacy, and supervisory guidance were stronger sources of satisfaction than incentive-related enthusiasm.

Table 4. Summary of Respondents' Responses on Job Satisfaction (Y)

No.	Statement	SA	A	N	D	SD	Score	Mean
1	Satisfied with the work currently performed	18	23	6	0	3	203	4.06
2	Proud of the current job	22	16	9	3	0	207	4.14
3	Bonuses are appropriate and consistent with the work performed	30	12	5	0	3	216	4.32

4	The company provides recognition for successful task completion	31	14	2	0	3	220	4.40
5	Income remained stable during the COVID-19 pandemic	23	15	6	3	3	202	4.04
6	Incentives provided increase work enthusiasm	16	9	17	8	0	183	3.66
7	Discipline is strictly enforced	22	18	7	3	0	209	4.18
8	Guidance from the company is very clear	28	12	7	3	0	215	4.30
9	No difficulty collaborating with coworkers	24	13	8	5	0	206	4.12
10	Relationships among employees are good and family-like	25	15	7	0	3	209	4.18
	Overall Average						2070	4.14

Source: PT CMA, processed data.

Table 4 indicates that recognition for successful work generated the strongest job-satisfaction response, with 45 respondents selecting agree or strongly agree. The high score for bonus adequacy also shows that employees attached substantial importance to material acknowledgment of their contribution. Supervisory guidance was another strongly evaluated component, suggesting that clarity from management supported employees' favorable assessment of the work environment. Recognition and guidance can strengthen satisfaction because employees are more likely to value employment when organizational expectations and acknowledgment are perceived as clear (Kurniawati et al., 2023). Interpersonal relations were likewise evaluated positively, with coworker collaboration and family-like relationships obtaining means of 4.12 and 4.18. The descriptive evidence therefore portrays job satisfaction as a multidimensional response shaped by rewards, recognition, supervision, and social relations.

The indicator-level comparison provides a more structured view of the relative strength of the three research variables. Compensation indicators ranged narrowly between 4.09 and 4.11, while motivation showed greater dispersion, from 3.85 for the need for power to 4.36 for the need for affiliation. Job satisfaction was highest for compensation at 4.25, followed by coworker relations at 4.15, the work itself at 4.10, and motivation from supervisors at 4.05. This configuration indicates that material rewards and social relations represented the most strongly evaluated aspects of the employee experience. Research examining antecedents of job satisfaction has similarly shown that work motivation can function as an important mechanism connecting organizational conditions with employee attitudes (Nurmasari et al., 2024). The contrast between affiliation and power needs also confirms that motivation at PT CMA was stronger in relational than advancement-oriented dimensions.

Table 5. Average Scores by Indicator

Variable	Indicator	Items	Mean	Category
Compensation (X1)	Wages and salaries	1–2	4.10	Agree
	Incentives, including bonuses	3–6	4.09	Agree
	Benefits	7–8	4.11	Agree
Work Motivation (X2)	Need for achievement	1–2	4.12	Agree
	Need for affiliation	3–4	4.36	Agree
	Need for power	5–6	3.85	Tend to agree
Job Satisfaction (Y)	Work itself	1–2	4.10	Agree
	Compensation	3–5	4.25	Agree
	Motivation from supervisors	6–8	4.05	Agree
	Coworkers	9–10	4.15	Agree

Source: PT CMA, processed data

The quality of these descriptive interpretations depends on whether the questionnaire items adequately represented the constructs being measured. Pearson Product Moment testing showed that

the validity coefficients for compensation ranged from 0.800 to 0.931, those for motivation ranged from 0.552 to 0.939, and those for job satisfaction ranged from 0.553 to 0.944. Each reported coefficient exceeded the critical value of 0.273 used in the study, supporting retention of the 24 questionnaire items. Instrument validity is essential because statistical relationships become difficult to interpret when measurement items do not correspond adequately with their intended constructs (Field, 2018). The coefficients reported in Table 6 indicate that the questionnaire items met the validity criterion specified in the original research design. This measurement evidence strengthens confidence that subsequent comparisons across compensation, motivation, and job satisfaction were based on items considered empirically acceptable.

Table 6. Validity Test Results (r-table = 0.273)

Item	Compensation (X1)	Work Motivation (X2)	Job Satisfaction (Y)	Description
1	0.891	0.791	0.775	Valid
2	0.891	0.552	0.553	Valid
3	0.833	0.845	0.827	Valid
4	0.906	0.807	0.801	Valid
5	0.903	0.939	0.944	Valid
6	0.931	0.818	0.806	Valid
7	0.800	–	0.853	Valid
8	0.803	–	0.866	Valid
9	–	–	0.843	Valid
10	–	–	0.820	Valid

Source: primary data processed using SPSS 20

Reliability testing further indicates that the three scales produced high internal consistency under the criterion adopted in the research. Cronbach's Alpha was 0.969 for compensation, 0.891 for work motivation, and 0.943 for job satisfaction. These values indicate that responses to the items within each construct were highly consistent relative to the measurement standard applied in the study. Reliability is important because unstable item responses can weaken confidence in descriptive patterns and subsequent hypothesis testing (Hair et al., 2019). The compensation scale produced the highest alpha coefficient, while the motivation scale remained lower but still showed strong consistency. The results presented in Table 7 support the use of all three measurement scales in the subsequent analysis of relationships among the research variables.

Table 7. Reliability Test Results

Variable	Number of Valid Items	Cronbach's Alpha	Description
Compensation (X1)	8	0.969	Reliable
Work Motivation (X2)	6	0.891	Reliable
Job Satisfaction (Y)	10	0.943	Reliable

Source: primary data processed using SPSS 20

The combined descriptive and measurement results provide a coherent empirical basis for the inferential analysis that follows. Employees reported high motivation and job satisfaction, but affiliation, recognition, and compensation were evaluated more strongly than opportunities associated with positional advancement. Such differences are important because high aggregate means do not imply equal strength across the underlying dimensions of each construct. Research linking motivation to employee satisfaction likewise indicates that specific motivational sources may differ in their contribution to favorable work attitudes (Taruna & Nisa, 2024). The validity and reliability results indicate that these differences were measured through questionnaire items that satisfied the criteria adopted by the study. The next stage of analysis can therefore focus on whether compensation and work motivation are statistically associated with job satisfaction and whether the two proposed hypotheses are supported.

Effects of Compensation and Work Motivation on Employee Job Satisfaction

The inferential analysis demonstrates that both compensation and work motivation were positively associated with employee job satisfaction at PT Chandra Mitra Abadi. Spearman Rank analysis produced a coefficient of 0.849 for the relationship between compensation and job satisfaction and 0.978 for the relationship between work motivation and job satisfaction. Both coefficients were positive and accompanied by significance values of 0.000, which were below the 0.05 criterion established in the research design. The magnitude of these coefficients indicates that employees reporting more favorable compensation and motivational conditions also tended to report higher job satisfaction. Empirical studies have similarly shown that compensation and motivation represent important organizational antecedents of satisfaction, although their relative strength may vary across organizational settings (Rialmi et al., 2022). The results provide direct empirical support for evaluating the two hypotheses through separate relationships rather than assuming that favorable descriptive scores automatically imply statistically meaningful associations.

The compensation coefficient of 0.849 falls within the very strong positive category applied in the study and indicates substantial covariation between employees' perceptions of remuneration and their satisfaction with work. This result is consistent with the descriptive evidence showing favorable evaluations of salaries, bonuses, benefits, and compensation-related satisfaction. Compensation systems can strengthen satisfaction when employees perceive financial rewards as proportionate to their contribution and sufficiently responsive to economic expectations (Sudaryanto et al., 2025). The relationship also accords with research indicating that remuneration can operate as both an economic reward and a signal of organizational recognition (Wahyuhadi et al., 2023). At PT CMA, the statistical association suggests that compensation was closely embedded in employees' broader evaluation of the employment relationship. The detailed correlation coefficients and hypothesis decisions are presented in Table 8.

Table 8. Spearman Rank Correlation Results (n = 50)

Variable Relationship	Correlation Coefficient (rs)	Sig. (2-tailed)	Relationship Strength	Decision
Compensation (X1) – Job Satisfaction (Y)	0.849**	0.000	Very strong, positive	H0 rejected
Work Motivation (X2) – Job Satisfaction (Y)	0.978**	0.000	Very strong, positive	H0 rejected

Source: data processed using SPSS 20

Table 8 also reveals that work motivation had a stronger statistical relationship with job satisfaction than compensation, as indicated by the coefficient of 0.978. A coefficient approaching unity indicates that variation in motivation scores was closely aligned with variation in job-satisfaction scores within the observed sample. This pattern is compatible with research demonstrating that intrinsic and extrinsic motivational forces can substantially shape employees' evaluations of their jobs (Aljumah, 2023). The descriptive findings provide a plausible organizational explanation because affiliation, recognition, interpersonal interaction, and developmental opportunities were evaluated positively by respondents. Job satisfaction may therefore depend not only on financial outcomes but also on whether employees experience achievement, social acceptance, and meaningful recognition within the workplace. The particularly high coefficient should still be interpreted within the descriptive-correlational design and should not be treated as independent proof of causal determination.

Partial hypothesis testing provides additional evidence regarding the statistical contribution of each independent variable. Compensation produced an unstandardized coefficient of 1.000, a standardized beta of 0.812, and a calculated t-value of 9.625, while work motivation produced a coefficient of 1.585, a standardized beta of 0.978, and a t-value of 32.584. Both calculated t-values exceeded the critical value of 2.021, and both significance values were 0.000. These results indicate that the null hypotheses associated with compensation and work motivation were rejected under the decision criteria specified in the study. Previous research has likewise documented significant relationships between work motivation and satisfaction when motivational processes are embedded in

organizational recognition and employee involvement (Kartini et al., 2023). Table 9 presents the original partial test statistics used to assess the two independent variables.

Table 9. Partial t-Test Results (Dependent Variable: Job Satisfaction)

Model	B	Std. Error	Beta	t-value	t-table
Constant (X1 model)	8.727	3.473	–	2.513	–
Compensation (X1)	1.000	0.104	0.812	9.625	2.021
Constant (X2 model)	2.408	1.224	–	1.967	–
Work Motivation (X2)	1.585	0.049	0.978	32.584	2.021

Source: data processed using SPSS 20

The compensation result supports H1, which proposed that compensation has a positive and significant effect on employee job satisfaction at PT Chandra Mitra Abadi. The standardized beta of 0.812 indicates a strong statistical contribution in the separate model reported by the study, consistent with the very strong Spearman relationship. Research examining compensation and work motivation has found that reward adequacy can affect satisfaction both directly and through employees' motivational responses to organizational treatment (Ramadhanti et al., 2022). The PT CMA data also show that compensation satisfaction had the highest mean among the job-satisfaction indicators, reinforcing the inferential result with descriptive evidence. Financial rewards appear particularly relevant when employees evaluate salary adequacy, bonuses, benefits, and recognition as components of fair organizational exchange. H1 is therefore supported by converging descriptive, correlational, and partial-test evidence contained in the dataset.

The work-motivation result supports H2, which proposed that work motivation has a positive and significant effect on employee job satisfaction at PT Chandra Mitra Abadi. Its standardized beta of 0.978 and t-value of 32.584 were larger than those recorded for compensation, indicating a stronger statistical contribution in the separate model estimated for motivation. This pattern corresponds with the strong descriptive scores for affiliation, recognition, interpersonal interaction, and development opportunities reported by employees. Studies have found that work motivation can shape satisfaction by strengthening employees' sense of achievement, involvement, and psychological attachment to organizational activity (Lestari, 2022). Related evidence also identifies job satisfaction as an important mechanism through which motivation becomes connected with subsequent employee performance outcomes (Laily et al., 2024). The PT CMA results therefore indicate that motivational conditions were particularly closely aligned with the way employees evaluated their work experience.

Comparing the two independent variables provides a more refined interpretation of the empirical model. Compensation was strongly associated with satisfaction, but work motivation displayed the larger Spearman coefficient, standardized beta, and t-statistic within the separate analyses reported in the study. Such a pattern suggests that financial rewards alone do not fully characterize the factors associated with favorable employee attitudes at PT CMA. Research on organizational motivation shows that job satisfaction is strengthened when employees experience recognition, supportive relationships, achievement opportunities, and meaningful participation alongside material rewards (Kurniawati et al., 2023). This interpretation is consistent with the descriptive finding that affiliation was the strongest motivation indicator and that organizational recognition was the highest-rated job-satisfaction item. The relative difference between the two predictors should be read as evidence from the reported separate tests rather than as a simultaneous comparison from a multiple-regression model.

The hypothesis decisions are summarized in Table 10 to integrate the principal inferential findings. Both H1 and H2 were accepted because each independent variable showed a positive coefficient, a significance value below 0.05, and a calculated t-value above the critical threshold. The agreement between correlation and partial-test results strengthens the internal consistency of the empirical conclusions derived from the analysis. Findings from recent organizational research similarly indicate that compensation, motivation, and satisfaction are interconnected with employee retention, commitment, and performance-related outcomes (Azzuhairi et al., 2022). The evidence also aligns with studies showing that employee satisfaction can mediate the relationship between motivational

conditions and subsequent performance outcomes (Tambunan et al., 2025). Table 10 consolidates the statistical basis for accepting both research hypotheses.

Table 10. Summary of Hypothesis Testing

Hypothesis	Correlation Coefficient (rs)	Sig.	t-value	t-table	Decision
H1: Compensation affects job satisfaction	0.849	0.000	9.625	2.021	Ha accepted
H2: Work motivation affects job satisfaction	0.978	0.000	32.584	2.021	Ha accepted

Source: data processed using SPSS 20

The empirical findings have direct implications for human-resource management at PT CMA because satisfaction appears to depend on both economic rewards and motivational conditions. Compensation policies should maintain the positively evaluated salary, bonus, and benefit components while addressing the comparatively weaker perception of incentive adequacy and its correspondence with work results. Motivational management requires continued attention to recognition, affiliation, skill development, participation, and clearer opportunities for advancement because these dimensions were not evaluated with equal strength. Employee satisfaction has been associated with organizational outcomes beyond immediate attitudes, including retention and performance, making the management of these factors economically relevant to workforce continuity (Arda, 2017). The very high motivation–satisfaction coefficient also warrants methodological caution because the study used one organization, 50 respondents, and separate correlational and partial tests rather than a simultaneous multivariable model. Future research can extend the model by examining compensation and motivation simultaneously and incorporating additional organizational variables while preserving the empirical distinctions identified in the present data.

CONCLUSION

The findings confirm that compensation has a positive, significant, and very strong relationship with employee job satisfaction at PT Chandra Mitra Abadi, as indicated by a Spearman correlation coefficient of 0.849 and a significance value of 0.000. The partial test also showed a t-value of 9.625, exceeding the critical value of 2.021, which supports the first hypothesis. Employee assessments were particularly favorable for bonuses, salary adequacy, and benefits, although incentive adequacy received a comparatively lower evaluation. These results answer the first research objective by showing that compensation is strongly associated with how employees evaluate their work experience. The findings contribute empirical evidence from a loading and unloading company, where reward structures are closely connected with employee satisfaction and organizational continuity. The practical implication is that PT CMA should maintain positively evaluated compensation components while improving the transparency, adequacy, and performance alignment of its incentive system.

Work motivation also showed a positive, significant, and very strong relationship with employee job satisfaction, with a Spearman correlation coefficient of 0.978 and a significance value of 0.000. The partial test produced a t-value of 32.584, which was substantially higher than the critical value of 2.021 and supports the second hypothesis. Affiliation emerged as the strongest motivational dimension, while opportunities related to positional advancement received the weakest descriptive evaluation. These results answer the second research objective by confirming that motivational conditions are strongly associated with employee satisfaction and appear more dominant than compensation in the separate statistical models used in the study. The empirical contribution lies in demonstrating that financial rewards and motivational conditions operate as distinct but complementary organizational factors associated with employee satisfaction at PT CMA. Management should preserve supportive interpersonal relations, recognition, and development opportunities while clarifying career pathways and opportunities for advancement to strengthen employee satisfaction and workforce stability.

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