

The Effect of Job Analysis and Compensation on the Performance of Employees through the Satisfaction of Work

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Abstract:- Quality human resources are needed by each company because of that, a management system is needed that can maintain balance and make maximum use of it to support company productivity. The aim of this research is to find out the direct and indirect effect of Job Analysis and compensation through job satisfaction. This research was directly conducted in CV Zazil Bakery through questionnaire and direct interview to the head and employees. The sample consisted of 120 people selected using saturated sampling technique from all population. The data were analysed with path analysis using SMARTPLS (v.3.2.8) program. The results of the research indicated that Job Analysis directly has a positive and significant effect on job satisfaction. Compensation directly has a positive and significant effect on job satisfaction. Job satisfaction directly has a positive and significant effect on employees' performance. Job Analysis directly has a positive and significant effect on employees' performance. Compensation directly has a positive and significant effect on employees' performance. Job Analysis indirectly has a positive and significant effect on employees' performance through job satisfaction. Compensation indirectly has a positive and significant effect on employees' performance through job satisfaction.

Keywords:- Job Analysis, Compensation, Job Satisfaction, Employees' Performance.

I. INTRODUCTION

Quality human resources are needed by every company. The more developed the company and the many human resources it has, the more effort will be needed to regulate it. The business is carried out by recruiting workers according to the criteria needed by the company. Employees are the main asset of a company and become the life of the company. Employee management starts from giving job descriptions and job specifications to prospective employees with the type of work they have. With the job description being a bridge between employees and the company. Where companies provide detailed job descriptions of a specific section. Job specifications are conditions that must have permanent employees. Various phenomena that appear in CV Zazil Bakery are related to human resource management, which starts from the

turnover rate has increased every year. It causes the company to bear the costs of training and training. Besides that, there are also many employees who have long served in the company regardless of age. This is a questionable sign of how satisfied they are with the compensation provided by the company so far and whether this affected their performance during their work. In addition, what job descriptions are given are in accordance with the proportions. How responsive and capable the employee is to undergo the job description given by the company.

In improving the performance of its employees the company will do several ways that can encourage employees to work optimally. Some of these activities include providing training, giving compensation, giving awards and so on. These activities will be closely related to the provision of compensation. Satisfaction with compensation can affect employee behavior to work more passionately and spur high performance (Handoko, 2008). Compensation is something that employees receive as a substitute for their service contribution to the company. Every employee has the desire to get compensation according to their expectations. If these expectations are met, then the employee will always be passionate about work. Every employee who provides the best ability must certainly be rewarded with the same thing. The company management must provide appropriate compensation so that permanent employees show improved performance. As Sumarno (2013) said, a good compensation system is a compensation system that is responsive to situations and systems that can motivate employees. In this case, the compensation system should satisfy the needs of employees, ensure fair treatment of them and provide compensation for their performance. If the company employees are satisfied with the compensation provided, then the employee will always fulfill their obligations by working optimally, so that the good impact for the company is to improve employee performance.

Basically, job satisfaction is a very individual thing, because each individual has a different level of satisfaction in accordance with the values that apply in each individual. The more aspects of work that are in accordance with the wishes of individuals, the higher the level of satisfaction felt. This is in accordance with Robbins's statement (2011: 78), job satisfaction is "A general attitude towards one's work that shows the difference between the number of

awards received by workers and the amount they believe they should receive". Feelings about satisfaction and dissatisfaction reflect employees' perceptions of two important elements in job satisfaction, namely work values and basic needs. Rivai and Jauvani (2011) state that job satisfaction is an evaluation that describes the feeling of being happy or unhappy, satisfied or not satisfied at work. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects. Satisfaction is assessed as a positive statement or in line with the employee's assessment of what the company has done to its employees. This assessment can be done as a sense of respect in achieving one of the important values in his work. Thus, job satisfaction is also believed to be able to foster the desire of employees to work optimally in the company. In the long run, the effect is that employee performance will increase so that the company's goals will be achieved. Employee performance in the company is a very important part, including CV Zazil Bakery.

Based on the description above, this study was conducted with the aim to determine the direct and indirect effects of Job Analysis and Compensation on Employee Performance through Job Satisfaction (Study on CV Zazil Bakery).

II. RESEARCH METHODS

A. Location and Design of Research

This research was conducted at CV Zazil Bakery which consisted of four locations namely Zazil Bakery Maros, Zazil Bakery Tamalanrea, Zazil Bakery Pettarani and Zazil Bakery Pallangga. This study uses subject data whose data is taken based on respondents' responses in the form of oral (verbal) and writing (questionnaire). This is used to study and analyze the influence between variables by looking at the level of significance. Thus, testing the hypothesis in this study will analyze the direct influence and indirect effects of Job Analysis and Compensation on employee performance through job satisfaction.

B. Population and Samples

The population is defined as the total number of all members studied. As for the population in this study are employees of CV zazil bakery with a total of 120 people (status of "permanent employees") which is divided into 7 units / divisions. Because the total population in this study are all employees, the sample used is the entire population of 120 permanent employees. The above is in line with Sugiyono (2012) which states that if the subject or population is more than 100 people, it is better to all be taken as a population so that the research is population research. Based on the description, the total population in this study deserves to be used as research samples. So that the sample in this study were all employees of CV Zazil Bakery. The method used in this sampling is Saturated sampling, which is a sampling technique when all populations are used as samples.

C. Method of collecting data

The data used is divided into two, namely library research and field research. The library research is research conducted by collecting literature books and scientific works related to the problems raised in this study. Yau field research through observations, namely research carried out by observing directly, regularly and systematically on the object under study, interview is research that uses the method of direct question and answer with related parties, the questionnaire is a series of questions arranged systematically in a list of questions which then given to interested parties (respondents) to be filled.

D. Analysis Model

The test conducted in the research is validity and reliability test. The hypothesis testing with a significant level of 5% uses the path analysis method and data processing using SmartPLS software (v.3.2.8). The purpose of the path analysis method is to find out the direct effects and indirect effects through a set of exogenous variables on endogenous variables. structural equation models as follows:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \varepsilon_1 \dots\dots\dots (1)$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + \varepsilon_2 \dots\dots\dots (2)$$

Keterangan :

X1 = Job Analysis

X2 = Compensation

Y1 = Job Satisfaction

Y2 = Employee Performance

β_0 = Constant

β_1 - β_3 = Path Coefficient

ε = Error Terms

III. RESULTS

A. Descriptive Statistics

Based on table 1 which provides an overview of the research variables. Descriptive statistics used in this study consist of determining mean values, maximum values, minimum values, and standard deviations. From the number of samples (N) which is 120. Job Analysis Variables, Compensation, Job Satisfaction and Employee Performance with a mode value lower than the average value. This means that the low gap between the minimum value and the maximum value.

B. Structural Model Test

Based on table 2 shows the R-square value for the job satisfaction variable that is influenced by Job Analysis and compensation is equal to 0.691 this means that 69.1% of the variable job satisfaction is influenced by Job Analysis variables and compensation and by 30.9% is influenced by variables other. The R-square value for employee performance variables that are influenced by Job Analysis and compensation through job satisfaction of 0.707% means that employee performance variables can be influenced by Job Analysis and compensation through job

satisfaction by 70.7%, while the remaining 29.3% influenced by other variables not included in the model.

C. Path Coefficient

Based on table 3, it can be seen the direct influence and indirect influence between variables in this study. The first hypothesis says that Job Analysis has a significant positive effect on job satisfaction at CV Zazil Bakery. The beta coefficient of Job Analysis (X1) influence regression on job satisfaction (Y1) is 0.175 so it can be said that there is a positive relationship between Job Analysis (X1) on job satisfaction (Y1). This means that the first hypothesis is declared accepted.

The second hypothesis says that compensation has a significant positive effect on job satisfaction at CV Zazil Bakery. The beta coefficient of the Compensation influence (X2) regression on job satisfaction (Y1) is 0.766 so it can be said that there is a positive relationship between Compensation (X2) to job satisfaction (Y1). This means the second hypothesis is accepted.

The third hypothesis says that job satisfaction has a significant positive effect on employee performance at CV Zazil Bakery. The beta coefficient of regression influences job satisfaction (Y1) on employee performance (Y2) of 0.347, it can be said that there is a positive relationship between job satisfaction (Y1) on employee performance (Y2). This means that the third hypothesis is accepted.

The fourth hypothesis says that Job Analysis has a significant positive effect on employee performance at CV Zazil Bakery. The beta coefficient of Job Analysis (X1) influence regression on Employee Performance (Y2) is 0.103, it can be said that there is a positive relationship between Job Analysis (X1) on Employee Performance (Y2). This means that the fourth hypothesis is declared accepted.

The fifth hypothesis says that compensation has a significant positive effect on employee performance at CV Zazil Bakery. The beta coefficient of the Compensation influence regression (X2) on employee performance (Y2) is 0.492, it can be said that there is a positive relationship between Compensation (X2) on employee performance (Y2). This means that the fifth hypothesis is declared acceptable.

The sixth hypothesis says that Job Analysis has a significant positive effect on employee performance through job satisfaction at CV Zazil Bakery. The coefficient of direct effect of Job Analysis (X1) on employee performance (Y2) is 0.061 with a significance level of 0.048 <0.05. This means that job satisfaction is able to mediate the effect of Job Analysis on employee performance, so that hypothesis 6 is accepted.

The seventh hypothesis says that compensation has a significant positive effect on employee performance through job satisfaction at CV Zazil Bakery. The coefficient value of direct effect of compensation on

employee performance is 0.266 with a significance level of 0.000 <0.05. This means that job satisfaction is able to mediate the effect of compensation on employee performance, so that hypothesis 7 is accepted.

IV. DISCUSSION

The results of testing the first hypothesis obtained that Job Analysis has a positive and significant effect on job satisfaction on CV. Zazil Bakery. Job Analysis or Job Description means a job that must be completed, broken down in a number of parts and planning steps. CV. Zazil Bakery gives assignments to employees with parts and steps of implementation carried out by people who have different expertise and materialize optimally, so that employees have job satisfaction because they are placed in the right position. Role of responsibility. Job Description can provide clarity for employees to be a responsibility and prevent the possibility of overlapping work and throwing responsibility at each other if something goes wrong. In line with this, there are previous studies conducted by Solihin (2015) about the effect of clarity of Job Description and job specification on job satisfaction of PT XYZ employees. In line with Agung's findings (2014) about the effect of job descriptions and placement on the papal work that have an impact on organizational effectiveness, stating that job descriptions have a positive influence on job satisfaction.

The results of testing the second hypothesis show that compensation has a positive and significant effect on job satisfaction on CV. Zazil Bakery. Compensation is a very important thing for employees because big or small is a reflection or measure of the value of the employee's work itself. Compensation can affect employee job satisfaction. The greater the compensation received, the better job satisfaction they have. This can be seen from the morale that employees have in completing their work. Compensation is all income in the form of money or goods, directly or indirectly received by employees in return for services provided to companies (Akmal and Tamini, 2015). CV. Zazil Bakery gives compensation to employees with the aim of fulfilling physical needs, social status, and selfishness of employees so as to obtain job satisfaction. Employee job satisfaction can be seen from the level of discipline, work morale, and employee turnover. Employees who have a high level of discipline, good morale and turnover of small employees means that their job satisfaction is good. The results of this study in accordance with Ayu Rolinda's (2017) research suggest that compensation, work environment and corporate culture influence employee job satisfaction. In line with Made's research (2016) stated that the existence of compensation in accordance with its performance in carrying out its duties and responsibilities resulted in job satisfaction. This is in line with Akhwanul's research (2015) and Mary et al (2015) which found that compensation has a significant effect on job satisfaction.

The results of testing the third hypothesis obtained that that job satisfaction has a positive and significant effect on employee performance on CV. Zazil Bakery. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities is felt in accordance with the wishes of individuals, the higher the satisfaction with these activities. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work (Handoko, 2008). CV. Zazil Bakery always conducts work evaluations every month for its employees. This is done so that leaders can provide the right methods and work positions for their employees, so that with these placements employees can feel job satisfaction and provide good performance to advance the development of the company. This research is in line with the findings of Garry Surya (2017) who stated that job satisfaction has a positive effect on employee performance. In accordance with the findings of Irhamatul (2016) suggesting that job satisfaction has a positive effect on employee performance.

The results of testing the fourth hypothesis obtained that Job Analysis has a positive and significant effect on employee performance on CV. Zazil Bakery. In Job Analysis research uses two indicators which consist of Job Description and Job Specification influencing employee performance. Job Description has a significant positive effect on Process Performance, which means that if the job description that contains the authority, responsibility, work conditions, work facilities, and work standard results will increase responsiveness, responsibility, accountability, adaptability. Job descriptions have been able to cover process-oriented performance. Job Specification has a significant positive effect on Output Performance, which means that job requirements such as education, training and enhanced competency will increase effectiveness, productivity, efficiency, satisfaction and fairness. Current job requirements can back up output performance (Giyarto, 2015). The establishment of CV. Zazil Bakery still uses traditional ways of placing employees in work positions, in order to achieve the performance of good employees, the leadership of CV. Zazil Bakery uses the Job Analysis method. The selection of a particular method must be based on the objectives of the use of information (job evaluation, increase in fees, development and some of it) and the most suitable approach for the company. Sehaingga CV. Zazil Bakery uses the most commonly used analytical methods are questionnaires, observations, interviews, employee records, a combination of methods and carry out job analysis. Job analysis must at least include employees and direct supervisors (supervisors). With the existence of technical expertise in the analysis of employee work, resulting in employee performance that is quality and has a positive impact on the development of the company. The results of this study are in line with Mariana's findings (2016) which state that job analysis has a positive influence on employee performance in terms of employee placement. This is because if the employee gets the right job position it can improve employee performance in carrying out their duties in accordance with the company's goals. This finding

is also in line with Inuwa (2016) arguing that Job Description has a positive and significant effect on employee performance.

The results of testing the fifth hypothesis obtained that compensation has a positive and significant effect on employee performance on CV. Zazil Bakery. With the existence of good compensation in the company will bring a positive impact on employee performance. If the employee gets compensation in accordance with what has been done in the company, then the employee will tend to do the best for the company. So, employees will try to maintain and even improve their performance in the company. However, if the employee feels that the compensation given by the company is not in accordance with the contribution that has been made to the company, the employee will tend to be less than optimal in performing his duties and responsibilities for the company. The results of this study are in line with the findings of Candra (2014). The results of this study are positive compensation and significantly affect the company's performance. This is consistent with research conducted by Yoga (2007) supporting that compensation has a positive and significant effect on employee performance. This study is in line with the findings of Retnoningsih (2016) found that compensation has a significant effect on job satisfaction and employee performance.

The results of testing the sixth hypothesis obtained that Job Analysis has a positive and significant effect on employee performance through job satisfaction on the CV. Zazil Bakery. To be able to improve employee performance, CV Zazil Bakery performs Job Analysis, which is a process of gathering facts or information about the intricacies of a job, by selecting, selecting and placing employees, as a basic guide in developing training and development programs, assessing performance or implementation work, improve the way employees work, do planning to meet the requirements or improve the structure of employee placement according to the burden and function of the office, plan and carry out promotions and transfer of employees, guidance and counseling employees. So that it can improve employee performance that is influenced by job satisfaction. This is in accordance with the findings of Cici Rosita (2016) states that Job Specification has a significant effect on job satisfaction which has a positive impact on employee performance. In line with the findings of Nisbat (2014) who suggested that Job Analysis showed a positive relationship to employee performance while the mediating effect of job satisfaction was also found to have a positive relationship to employee performance.

The results of testing the seventh hypothesis found that Compensation has a positive and significant effect on employee performance through job satisfaction on CV. Zazil Bakery. Compensation plays an important role in determining employee job satisfaction. This happens for two reasons, first, money is an important instrument in meeting people's needs; and second, employees often see salaries as a reflection of management's concern for them.

So that CV. Zazil Bakery always compensates employees who carry out their duties with full responsibility, Outside the basic salary, the leader also provides work benefits needed by employees, as well as seen from the time system that is the longer the employee's work period, the higher the allowance, this is to appreciate or respect employees who have good performance. From the employee's working period, it shows how satisfied the employee is with the compensation provided by the company. By compensating employees, employees will improve performance so that employees and superiors or leaders have job satisfaction. This is in line with the findings of Nurul Hidayah (2016) which states that compensation has a positive effect on employee performance and compensation has a positive influence on employee performance mediated by job satisfaction.

V. CONCLUSIONS

The results of this study concluded that Job Analysis had a positive and significant effect on job satisfaction. Compensation has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job Analysis has a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. Job Analysis has a positive and significant effect on employee performance through job satisfaction. Compensation has a positive and significant effect on employee performance through job satisfaction. It is recommended that the need to see a mature readiness of a company before conducting Job Analysis, does not only focus on job placement readiness, but also focuses on users both skillfully and knowledgeably. And company management is expected to continue to maintain consistency in paying attention to the handling of user training related to the provision of training guide materials (user guides) or formal training for employees who deal directly with Job Analysis in each of the company's business functions. Although the company has already implemented Job Analysis for a long time, compensation, while maintaining consistency, the capabilities and individual performance of employees will provide a great input for improving the company's capabilities and performance.

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ATTACHMENT

	Q	Minimum	Maximum	Mean	Modus
Job Analysis	24	3	5	4.28	4
Compensation	15	2	5	4.18	4
Job satisfaction	17	3	5	4.15	4
Employee performance	17	2	5	4.05	4
Sample (120)					

Table 1:- Descriptive statistics

Variable	R-square
Job satisfaction	0,691
Employee performance	0,707

Table 2:- Value of R-Square

Number	Research Hypothesis	PL	PTL	PT
1	Job Analysis → Job satisfaction	0,175	-	0,175
2	Compensation → Job satisfaction	0.766	-	0.766
3	Job satisfaction → Employee performance	0.347	-	0.347
4	Job Analysis → Employee performance	0.103	-	0.164
5	Compensation → Employee performance	0.492	-	0.758
6	Job Analysis → Employee performance Through Job satisfaction	-	0.061	-
7	Compensation → Employee performance Through Job satisfaction	-	0.266	-

Table 3:- Summary of Path Analysis Method Test Results
Description: PL (Direct Effect), PTL (Indirect Effect), PT (Total Effect)