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The Effect Of Rewards On Employee Job Satisfaction With Commitment As A Moderating Variable

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Abstrak

Apresiasi baik yang diberikan perusahaan kepada karyawan merupakan langkah yang tepat untuk menciptakan kepuasan dalam diri karyawan sehingga kinerja karyawan meningkat dan kinerja perusahaan pun meningkat. Apresiasi yang baik ini akan lebih baik jika dibarengi dengan komitmen yang tinggi dalam diri pegawai. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori. Data yang digunakan dalam penelitian ini adalah data primer dengan menggunakan teknik penyebaran kuesioner. Data dianalisis dengan Smart PLS 4.0.

Kata Kunci : *Imbalan, Komitmen, Kepuasan Kerja*

Abstract

Good appreciation given by the company to employees is the right step to create satisfaction in employees so that employee performance increases and company performance also increases. This good appreciation will be better if it is accompanied by high commitment within the employee. This research is quantitative research with an explanatory approach. The data used in this research is primary data using questionnaire distribution techniques. The data were analyzed with Smart PLS 4.0.

Keyword: *Reward, Commitment, Job Satisfaction*

INTRODUCTION

An award or accolade is a form of appreciation of an achievement either physical or verbal. In the business world there is a word called incentive. It refers to the tangible or intangible form given by the management of the company to its employees which helps in building capital to achieve high motivation and performance especially to get rewards. Objectives are aimed at a company or organization (Singodimedjo, 2012). A compensation system is a system of policies established to reward employees based on their organizational values skills abilities and responsibilities towards the organization. Employee remuneration has a major impact on company performance. Its about rewarding employees that increase employee satisfaction and improve performance. It can be concluded that compensation is the positive feedback given by the company to the work of its employees.

(Mahmudi, 2013)) that rewards are positive awards given by companies to individuals or groups who achieve expected activities or results. Rewards can include money, praise, promotion, etc and can encourage people to go the extra mile to achieve their goals. However, (Handoko, 2000)states that compensation is a way of showing appreciation for an individual's efforts to attract experienced employees who meet the job requirements. (Bangun, 2012) also explains that rewards are a form of appreciation given to individuals or organizations for achieving results. Iexplains the purpose of award programs. 1) Recruit people with the necessary qualifications to join the organization. 2) Enable workers to continue working. 3) Encourage employee performance improvement.

Based on the above explanation, researchers believe that employee satisfaction has the greatest impact on whether employees receive any form of compensation. The amount of compensation an employee should receive based on a person's attitude toward work, the amount of compensation the employee receives, and the employee's satisfaction level based on the difference. In other words, job satisfaction is the feeling of pleasure or dissatisfaction that a person feels toward his or her job based on a comparison of what he or she receives in compensation versus what he or she should receive. According to (Hasibuan, 2020) job satisfaction is a positive emotion resulting from feelings of joy and love for the work done. Good work ethics, high discipline, and satisfactory job performance are some of the expressions of this perspective.

According to Handoko (2000: 193), job satisfaction is defined as the positive or negative emotional atmosphere that employees experience when evaluating their work. These emotions reflect the extent to which employees feel that their job expectations are being met compared to their previous expectations. Based on the different opinions of different experts mentioned above regarding the meaning of job satisfaction, we can conclude that

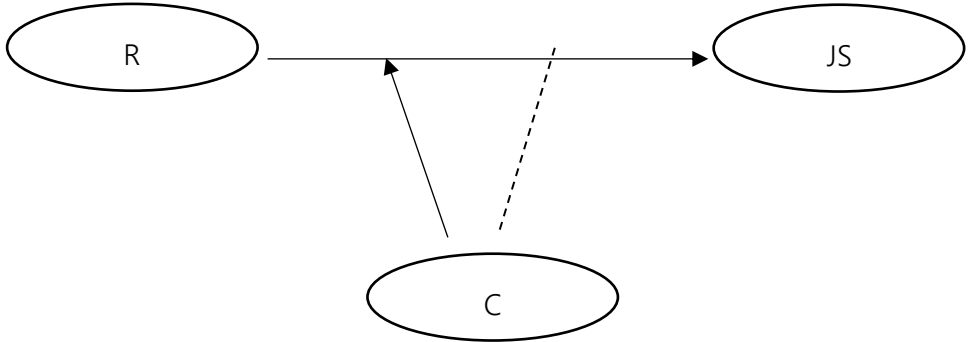
job satisfaction is an emotion that arises from the interaction between the individual and various aspects of the job . These aspects include factors such as the nature of the job, working conditions, remuneration, and relationships with colleagues. People who are satisfied with these points find their work rewarding and fulfilling.

There are a number of studies (H, 2023); (Yuni, 2016); (Kartikaningdyah & Ramadhani, 2017); (Pawastri et al., 2018) & (Hindarti & Wayyudi, 2011) show that the Reward variable has a positive relationship and a significant influence on Job Satisfaction. Different from previous studies, this research adds the Commitment variable as a Moderation variable.

RESEARCH METHOD

Researchers have great confidence that the Reward variable can have a very positive relationship direction and a very significant influence on the Job Satisfaction variable because everyone will feel happy and satisfied if their hard work, efforts, ideas and good intentions are appreciated (Supriyanto, 2019). This influence will be more significant if accompanied by a strong and serious commitment from reward givers so that more employees do their jobs well and commitment from employees to continue improving their work (Jonathan Sarwono, 2016). This research is quantitative research with an exploratory approach using the 5 studies above as a basis for discovering something new (Sugiyono, 2019). The data used was collected using a questionnaire from 300 BRI Bank employees spread throughout Indonesia with the criteria of having worked for at least 1 year. This data is referred to as primary data and is analyzed using smart PLS 4.0(Hair, 2010):

Figure 1
Model



Noted :
R: Reward
JS: Job Satisfaction
C: Commtiment

Hypothesis:

H1: The Influence of Reward on Job Satisfaction

H2: Commitment can Moderate The Influence of Reward on Job Satisfaction

RESULTS AND DISCUSSION

Validity Test

The researcher's belief that must be proven concretely is that the Reward variable has a positive relationship and a significant influence on the Job Satisfaction variable and the Commitment variable is able to moderate the relationship between these two variables. The first stage that must be carried out is the validity test, namely testing the 14 question items used in this research including 6 question items for the Reward variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Commitment variable (Ghozali, 2016):

Table 1
Validity Test

| Variable | Item Question | Loading Factor |
|------------------|---|----------------|
| Reward (X1) | Someone will feel satisfied if they are appreciated | 0.806 |
| | Rewarding employees is an important thing in a company | 0.802 |
| | Rewards can make employees enthusiastic about working because of satisfaction | 0.801 |
| | Employees are happy to receive rewards in any form | 0.808 |
| | Rewards can improve company performance due to employee job satisfaction | 0.809 |
| | Rewards can make company targets achieved because employees feel satisfied | 0.811 |
| Job Satisfaction | Job satisfaction can be influenced by good | 0.841 |

| | | |
|-----------------|--|-------|
| (Y) | appreciation by the company for employees | |
| | Job satisfaction can be influenced by high commitment from the company | 0.839 |
| | Job satisfaction is something that the company realizes | 0.840 |
| | Job satisfaction is the key to all targets being achieved well | 0.838 |
| Commntiment (Z) | Employee commitment can influence job satisfaction | 0.884 |
| | Commitment is something that an employee must have | 0.878 |
| | Commitment can strengthen the influence of other components on job satisfaction | 0.868 |
| | Commitment is a component that employees must maintain so that their careers continue to improve | 0.859 |

Valid > 0.70

Realibility Test

The 14 question items used in this research consisted of 6 question items for the Reward variable, 4 question items for the Commitment variable, and 4 question items for the Job Satisfaction variable. The 14 question items are valid because they are above 0.70. The next stage is a reliability test by knowing the bottom value of a construct and the actual value (Sarstedt et al., 2014):

Table 2
Realibility Test

| Variable | Cronbach Alfa | Composite Realiblity | Noted |
|-------------------|---------------|----------------------|----------|
| Reward | 0.809 | 0.849 | Reliable |
| Job Satisfication | 0.831 | 0.871 | Reliable |
| Commtiment | 0.867 | 0.907 | Reliable |

Reliable > 0.70

Path Coefisien

The researcher's belief regarding the Reward variable which has a positive relationship and a significant influence on Job Satisfaction and Commitment variables can strengthen the influence of the Reward variable on Job Satisfaction by knowing the path coefficient value in table 3 as follows:

Table 3
Path Coefisien

| | Variable | P-Values | Noted |
|--------------------|----------|----------|----------|
| Direct Influence | R->JS | 0.023 | Accepted |
| Indirect Influence | C*R->JS | 0.000 | Accepted |

Accepted & Significant Level < 0.05

Based on the statistical results above, it shows that all the researchers' beliefs and assumptions are correct because the Reward variable has a positive relationship and a significant influence on Job Satisfaction because the P-Values are positive and are below the 0.05 significance level, namely 0.023. This indicates that employees who are given good rewards will feel appreciated and feel satisfaction within themselves. Apart from that, after being moderated by the Commitment variable as the researcher believes, the influence of the second variable is more significant with the P-Values being at 0.000 below the significance level of 0.000 and the direct test is 0.023. This indicates that good appreciation from the company is accompanied by high commitment from employees who come together to produce high job satisfaction.

CONCLUSION

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