

## The Effect of Job Placement and Compensation on Employee Satisfaction of PDAM Bau-Bau

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### ABSTRACT

This study aims to determine whether job placement and compensation affect employee satisfaction of PDAM Baubau. The data collection method used is descriptive quantitative with an analytical tool for testing against hypotheses is the t (t-Partial) test. The study was conducted on 54 respondents from 120 employees of PDAM Baubau. Based on the results of the study, it is proven that job placement has a positive and significant effect on employee satisfaction of PDAM Baubau and compensation has a positive and significant effect on employee satisfaction of PDAM Baubau.

**Keywords:** Job Placement; Compensation; Employee Satisfaction

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### INTRODUCTION

Human resources also have an important role for the company because human resources are a combination of energy, physique, ideas, talents, knowledge, creativity and skills needed to move the company. It is worth realizing that employees are a direct resource involved in carrying out the company's activities. The performance of an employee is a very important start for the creation of company performance. The company cannot function properly without human resources (HR). Employees have a hand as planners, implementers and controllers who always play an active role in realizing company goals. (Robert 2012).

Efforts to improve the abilities and skills of employees that can be done by the company are to provide training programs for the employees themselves. With a training program that is sufficient and suitable for the needs of employees, employees will increasingly understand and excel in carrying out their work. Not only the factors of skills, abilities and mastery of employee work are constantly developed by the company to improve employee performance. The placement of employees in each company determines the success of the company in the future. The placement of new

employees means applying employees to certain work positions, each agency or company must be able to select and determine competent employees to fill vacant positions so that the main duties in the position can be carried out.

Employee placement is a process of transferring duties and jobs to workers who pass the selection to be carried out in continuity and be able to account for all risks and possibilities that occur for functions and jobs. While job placement is the assignment or reassignment of employees to new jobs or positions (Sitti Nurbaya 2020: 76)

Compensation is income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company. (Hasibuan 2017:119). According to Masram and Muah (2017:118-120) put forward the theory of job satisfaction trying to express what makes a person more satisfied with a job than some others. This theory also looks for a foundation about the process of people's feelings towards job satisfaction

Based on the description above and some of the reasons for the occurrence of this phenomenon, it is suspected that employee job placement and compensation factors play a significant important role in the company, including in a regional water company. The success of an organization in achieving its vision and mission is largely determined by the performance of human resources or individual performance will contribute to the performance of the organization. To be able to show the credibility of a company can be shown through employees who work optimally / perform need support in the form of motives and compensation and job placements that are in accordance with the abilities possessed by employees. Therefore, researchers are interested in conducting research focused on issues about the effect of job placement and compensation on employee satisfaction.

## **LITERATURE REVIEW**

### **Job Placements**

In general, job placement or *placement* is an activity to follow up from the candidate selection process, after the selection stage, several candidates who have been selected to pass will later be placed in positions that need it and assign tasks to the employee. In addition, job placement is a process to get competent employees and in accordance with the qualifications needed by the company. The indicators used in measuring job placement are as follows:

#### a) Education

In an effort to find out the job indicators of PDAM employees in Baubau city based on the suitability of education, researchers measured through 5 assessment criteria through questions on 54 respondents, so as to obtain research results based on respondents' responses obtained an ideal score of 65.91 including quite appropriate categories. Because the job placement of employees in the PDAM office in Baubau city is considered in accordance with the education they have. So that the level of employee satisfaction is achieved.

#### b) Knowledge

The knowledge possessed by PDAM employees in Baubau city can influence this job placement position can be seen through the results of research based on respondents'

responses obtained an ideal score of 84.44 including the good category. Because the job placement position is greatly influenced by the abilities of employees at the PDAM office in Baubau city. So that the level of employee satisfaction is achieved.

**c) Skills**

Efforts to find out that PDAM employees in Baubau city are placed according to their skills can be known through the results of research based on respondents' responses obtained an ideal score of 75.19 including the good category. Because employees in the PDAM office in Baubau city based on questionnaires are considered to be placed according to their respective skills. So that the level of employee satisfaction is achieved.

**Compensation**

Employee compensation is any form of payment or reward given to employees and arises from work either in the form / component of direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), as well as indirect payments (in the form of financial benefits such as insurance and vacation money paid by the company). This research focuses on the form of salaries, incentives, transportation cost allowances and adequate facilities.

**a) Salary**

The respondent's presumption of permanent employee regarding the statement of salary received can be obtained an ideal score of 64.44 including the category of not good. Because the salary receipt at the Baubau City PDAM office is considered not suitable to be able to meet daily needs. So that the level of employee satisfaction is not achieved.

**b) Incentive**

The incentives obtained by PDAM employees in Baubau city can be known through the results of research based on respondents' responses to an ideal score of 68.52 belongs to the good category. Because the intensive acceptance of employees at the PDAM Kota Baubau office is considered in accordance with the work done by each and there is no difference between employees. So that the level of employee satisfaction is achieved.

**c) Transportation Fee Allowance**

The transportation fee allowance obtained by PDAM Kota Baubau employees can be known through the results of research based on respondents' responses to an ideal score of 70.37 including the good category. Because employees at the PDAM Kota Baubau office are considered to always receive transportation fee allowances every month. So that the level of employee satisfaction is achieved.

**d) Adequate Facilities**

The facilities obtained by PDAM employees in Baubau city can be known through the results of research based on respondents' responses to an ideal score of 51.48 including the inappropriate category. Because employees at the PDAM office in Baubau city are considered not to have adequate facilities. So that the level of employee satisfaction is not achieved.

**Employee Satisfaction**

Job satisfaction is the attitude and feeling of pleasure felt by an employee in carrying out a job.

a) Work

In an effort to find out the indicators of PDAM employees in Baubau city like the work they are doing, the researcher measured through 5 assessment criteria through statements on 54 respondents, so as to obtain research results based on respondents' responses can obtain an ideal score of 44.44 including very appropriate categories. Because the employees at the PDAM Baubau office are considered very suitable for the work they are doing now. So that the level of employee satisfaction is greatly achieved.

b) Supervision

The supervision obtained by PDAM employees in Baubau city can be known through the results of research based on respondents' responses obtained an ideal score of 77.41 including very appropriate categories. Because the supervision of employees carried out at the PDAM office in the city of Baubau is considered to be in accordance with the work carried out by each and there is no difference between employees. So that the level of employee satisfaction is achieved.

c) Promotion

The promotion obtained by PDAM employees in Baubau city can be seen through the results of research based on respondents' responses obtained an ideal score of 73.33 including the good category. Because employees at the PDAM Kota Baubau office are considered to always get a promotion if they carry out their work well. So that the level of employee satisfaction is achieved.

## METHOD

Data analysis is the process of collecting modeling and transforming data with the aim of sorting and obtaining useful informations, providing suggestions, conclusions and supporting research decision making (Saban Echdar, 2017: 333). In order for the conclusion to be valid, the data obtained should first be tested for feasibility. To test the feasibility of data using multiple tests, validity tests, and realibitias, classical assumption tests, with normality, heterochedasticity, multicolon-nierity tests and hypothesis tests.

The data analysis method used in this study is descriptive quantification with the data collection technique being a questionnaire.

### 1. Partial Test (T- Test)

The t test is used to determine the effect of the independent variables on the dependent variable partially. The test results with the t test are as follows:

**Tabel 1.** Partial Test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	4.331	1.652				2.622
Penempatan	.242	.118	.248	2.058	.045	.947	1.056
Kompensasi	.339	.095	.431	3.571	<.001	.947	1.056

a. Dependent Variable: Kepuasan

(Source: SPSS output, processed by researchers, 2022)

From table 1. it can be seen the results of the partial statistical test as follows:

- a. Job Placement (X1) obtained a t count of 2.058 with a significant value of 0.045 while a T table of 2.007 with a significant value of 0.05. In conclusion, T count 2.058 > t table 2.007 with a significant value of 0.045 < 0.05 then H<sub>0</sub> is rejected which means partially job placement (X1) has a positive and significant effect on employee job satisfaction (Y) in PDAM Baubau.
- b. Compensation (X2) obtained a t count of 3.571 with a significant value of 0.001 while a T table of 2.007 with a significant value of 0.05. inconclusion t count 3.571 > T table 2.007 with a significant value of 0.001 < 0.05 then H<sub>0</sub> is accepted which means that partially compensation (X2) has a positive and significant effect on employee job satisfaction (Y) in PDAM Baubau

## 2. F-Test

The F-Test is used to test whether the independent variables jointly affect the dependent variable. The following results of simultaneous hypothesis testing are as follows

**Table 2.** F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.422	2	54.211	10.76	<.001 <sup>b</sup>
	Residual	256.911	51	5.037	2	
	Total	365.333	53			

a. Dependent Variable: Kepuasan

b. Predictors: (Constant), Kompensasi, Penempatan

(Source: SPSS output, processed by researchers, 2022)

In the F-Test table above, the calculated F value is 10.762 with a significant value of 0.001 in the F table with a significant value of 0.05, with an F table value of 3.11, then F count is 10.762 > F table 3.18 with a significant value of 0.001 < 0.05 which indicates that the variables of job placement (X1), compensation (X2) simultaneously affect employee satisfaction (Y) in PDAM Baubau.

## RESULT AND DISCUSSION

### The Effect of Job Placement on Employee Job Satisfaction

From the results of the job placement statistical test (X1) has a positive and significant effect on employee job satisfaction (Y) at PDAM Baubau city. Since the result of the calculation is 2.058 > t table 2.007 with a significant value of 0.045 < 0.05 then H<sub>0</sub> is rejected. Job placement of employees is any activity that is carried out against the interests of employees. In carrying out their duties, special skills and expertise are needed, in addition to academic knowledge, they must also be communicative in order to carry out their duties professionally. Employees tend to like jobs that provide opportunities to use skills, abilities and offer varied tasks, freedom and feedback on how

well they work. Work that does not match the educational background, knowledge and skills becomes a challenge that will create complexity and boredom, even create frustration and feelings of failure.

### **Effect of Compensation on Employee Job Satisfaction**

Compensation (X2) has a positive and significant effect on employee job satisfaction (Y) at PDAM Baubau city. Since the result of  $t_{count} 3.571 > t_{table} 2.007$  with a significant value of  $0.001 < 0.05$  then  $H_0$  is rejected. The results of this study also support the research of Nugroho (2012) which states that compensation affects employee satisfaction. So the high low compensation provided does not always guarantee the job satisfaction of its employees.

### **Effect of Job Placement and Compensation on Employee Job Satisfaction**

Simultaneous testing showed that the variables Job Placement (X1), and Compensation (X2) had a significant effect on Employee Job Satisfaction (Y) in the PDAM office in Baubau City. Since the result of  $F_{count} 10.762 > F_{table} 3.18$  with a significant value of  $0.001 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted with an R Square value of 0.297 or 29.7% influenced by job placement and compensation has shown the effect of job placement and compensation on employee job satisfaction while the remaining 70.3 % are variables that were not studied by this study, For example, work discipline, leadership and other variables. The results of this study also support the research of Risis Wanti Apriyani (2020), from the results of the statistical test of the F test, it can be explained that, job placement and compensation have a joint effect on employee performance with a significant coefficient value

## **CONCLUSION**

The results of the analysis observed that job placement and compensation affect employee job satisfaction at PDAM Baubau City. The compensation variable has a positive and significant effect on employee job satisfaction at PDAM Baubau City. Based on the results of  $F_{count} 10.762 > F_{table} 3.18$  with a value of significance  $0.001 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted has shown the effect of job placement (X1) and compensation (X2) on employee job satisfaction (Y) with the value of the determinant coefficient *R Square* of 0.297 or 29.7% while the remaining 70.3% are variables that were not studied by this study, for example work discipline, leadership and other variables.

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