

# Mediation of Compensation on Job Satisfaction

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## Abstract

This study aims to examine the effect of motivation and work discipline on job satisfaction with compensation as an intervening variable at BPJS Ketenagakerjaan Solok. This research employs a quantitative approach using a survey method. The research sample consists of 100 employees selected through a saturated sampling technique. Data were collected using questionnaires and analyzed using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. The results indicate that motivation and work discipline have a positive and significant effect on job satisfaction. Furthermore, motivation and work discipline also have a positive and significant effect on compensation. Compensation has a positive and significant effect on job satisfaction and is proven to mediate the relationship between motivation, work discipline, and job satisfaction. Therefore, improving employee motivation and work discipline supported by a fair and appropriate compensation system can enhance job satisfaction among employees of BPJS Ketenagakerjaan Solok.

**Keywords:** Motivation, Work Discipline, Compensation, Job Satisfaction.

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## Introduction

An excellent organization is one that can optimally empower its human resources through various approaches that can enhance employee motivation, discipline, and job satisfaction. Job satisfaction is an important aspect as it is directly related to productivity, loyalty, and workforce stability within an organization. Job satisfaction refers to a person's positive feelings towards their job as a result of evaluating aspects of work such as working conditions, relationships with colleagues and supervisors, career development opportunities, and the reward system received. Employees who are satisfied with their work will work harder, have a high work ethic, and contribute maximally to achieving organizational goals. A factor influencing job satisfaction is work motivation. High motivation can drive employees to work beyond expectations and show strong commitment to their jobs. In addition, work discipline is also a key indicator in creating order, responsibility, and work efficiency. High discipline will create an orderly work culture, reduce violations, and increase employee trust and integrity. Compensation plays an important role in shaping employees' perception of the value of the work they do. Fair and competitive compensation can strengthen the influence of motivation and discipline on job satisfaction. Conversely, when employees have high motivation and good discipline but feel materially unappreciated, their job satisfaction tends to be low. Therefore, compensation functions as an intervening variable that clarifies the relationship between motivation, work discipline, and job satisfaction. In the local context, namely Solok City, which is one of the developing regions in West Sumatra, issues related to employee job satisfaction are still quite crucial. Low work productivity in several work units directly related to public services and internal administration. Employee complaints regarding the compensation system, both in terms of salary amount, payment timeliness, and lack of incentives or allowances. Minimal motivation enhancement programs and discipline coaching, which cause employees to feel less appreciated or lack the drive to develop. This research is expected to contribute scientifically to the development of human resource management theory and provide practical recommendations for institutions in Solok in designing more targeted and sustainable employee job satisfaction-oriented HR policies.

## Problem Formulation

1. Does Motivation have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?
2. Does Work Discipline have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?
3. Does Motivation have a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region?
4. Does Work Discipline have a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region?
5. Does Compensation have a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region?
6. Does Motivation have a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region?
7. Does Work Discipline have a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region?

## Research Objectives

1. To examine and analyze the effect of Motivation on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
2. To examine and analyze the effect of Work Discipline on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.

3. To examine and analyze the effect of Motivation on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
4. To examine and analyze the effect of Work Discipline on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
5. To examine and analyze the effect of Compensation on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
6. To examine and analyze the effect of Motivation on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.
7. To examine and analyze the effect of Work Discipline on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.

### **Job Satisfaction**

According to Luthans (2019), Job satisfaction is a pleasant or positive emotional state resulting from a person's appraisal of their job or work experience. According to Gibson et al. (2019), Job satisfaction is a person's attitude towards their job, which results from their perception of how well the job provides things considered important.

### **Job Satisfaction Indicators**

Job satisfaction indicators according to Luthans (2019) are as follows:

1. Satisfaction with Salary The extent to which employees feel satisfied with the amount of salary received compared to workload and industry standards.
2. Satisfaction with the Job Itself The level of interest, meaning, and challenge felt from daily work.
3. Satisfaction with Promotion and Career Development Employees' perception of fairness and opportunities for promotion or skill development.
4. Satisfaction with Supervisor or Supervision Relationship with supervisor, including fairness, support, and openness in communication.
5. Satisfaction with Coworkers Quality of working relationships, teamwork, and social atmosphere in the workplace.
6. Working Conditions and Environment Comfort, safety, facilities, and physical and psychological atmosphere of the workplace.

### **Motivation**

According to Siagian (2019), motivation is the driving force that causes a person to be willing and ready to exert their abilities in the form of expertise or skills, energy, and time to carry out various activities that are their responsibility. According to Uno (2019), motivation is a drive originating from within a person or from outside that moves an individual to do something to achieve a specific goal.

### **Motivation Indicators**

According to Uno (2019), motivation indicators consist of six aspects, namely:

1. Existence of desire and drive to succeed: Employees have a strong desire to achieve work goals optimally.
2. Existence of drive and need in work: There are internal or external needs that drive a person to behave productively.
3. Existence of hopes and future aspirations: Employees have a vision or long-term goals to be achieved through work.
4. Existence of recognition in work: Employees feel that their efforts and work results are valued by the organization.
5. Existence of interesting activities: Tasks or jobs are felt to be enjoyable and positively challenging.

6. Existence of a conducive work environment: The work atmosphere supports comfort, communication, and good cooperation.

### **Work Discipline**

According to Gomez-Mejia et al. (2019), employee discipline is action taken by an organization to correct undesirable behavior or poor performance of an employee. According to Dessler (2019), discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated.

### **Work Discipline Indicators**

According to Gomez-Mejia et al. (2019), work discipline indicators are:

1. Compliance with organizational regulations: The extent to which employees comply with established organizational rules and policies.
2. Consistency in task execution: The level of accuracy and regularity of employees in carrying out daily tasks.
3. Responsible attitude: Employees' willingness to be responsible for their work and the consequences of their actions.
4. Attendance and punctuality: Discipline in maintaining attendance and punctuality according to work schedules.
5. Reaction to corrective actions: Employee response to warnings or sanctions given to correct behavior or performance.

### **Compensation**

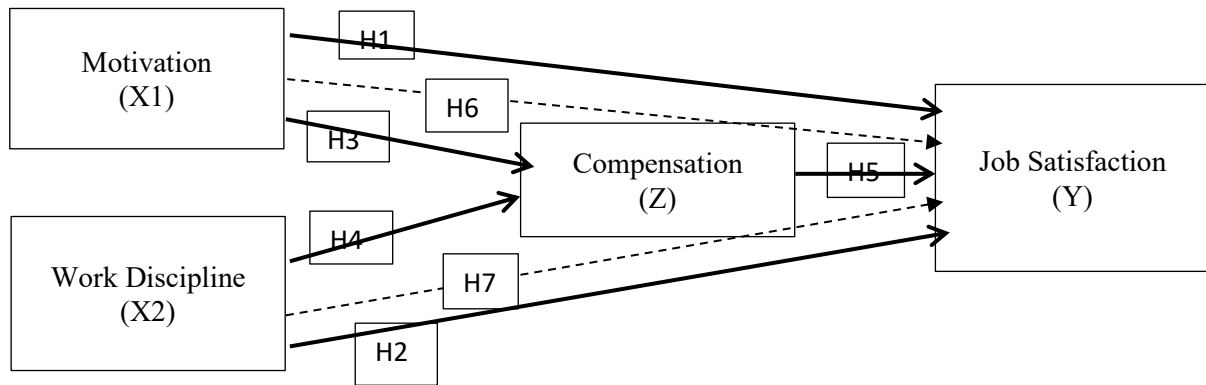
According to Dessler (2019), compensation is the total amount of monetary and non-monetary payments given to employees as remuneration for work performed. According to Noe et al. (2019), compensation includes all monetary and non-monetary rewards given by the organization to employees as remuneration for their work.

### **Compensation Indicators**

Compensation indicators (Noe et al., 2019) are as follows:

1. Reasonable Base Salary: The extent to which employees feel the basic salary received is appropriate for their responsibilities and position.
2. Allowances and Facilities: Existence of allowances such as health, transportation, meal allowances, and other work facilities that support employee well-being.
3. Performance Bonuses and Incentives: Employees receive additional income in the form of bonuses or incentives based on target achievement or performance.
4. Compensation Fairness: Sense of fairness in compensation provision compared to colleagues with similar positions or workloads.
5. Satisfaction with Compensation: Level of employee satisfaction with the total compensation (salary + allowances + bonuses) provided by the organization.
6. Consistency and Timeliness of Payment: Compensation is provided regularly and on time according to work agreements or company policies.

### **Conceptual Framework**



**Figure 1.**Conceptual Framework

### Hypotheses

- H1 Motivation has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H2 Work Discipline has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H3 Motivation has a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H4 Work Discipline has a positive and significant effect on Compensation among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H5 Compensation has a positive and significant effect on Job Satisfaction among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H6 Motivation has a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.
- H7 Work Discipline has a positive and significant effect on Job Satisfaction with Compensation as an intervening variable among employees of BPJS Ketenagakerjaan West Sumatra Region.

### Research Method

According to Sugiyono (2016) quantitative research is research that obtains data in the form of numbers or qualitative data that is quantified. In its method, this research uses a Causal Associative method. According to Sugiyono (2016) causal associative research is a cause-and-effect relationship that aims to determine the relationship between two independent variables (influencing) and a dependent variable (influenced).

### Research Population

The population used in this research is 100 employees of BPJS Ketenagakerjaan in the West Sumatra Region (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang). This population is used to obtain respondent answers when questionnaires are given. According to Sugiyono (2019) population is a generalization area consisting of: objects / subjects that have a certain quantity and characteristics determined by the researcher to be studied and then conclusions are drawn.

### Research Sample

According to Sugiyono (2019) sample is part of the number and characteristics possessed by that population. After the population is known, the researcher takes a sample from that population. The researcher takes the sample for his research as the entire existing population at BPJS Ketenagakerjaan in West Sumatra (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang) 100 employees. The sampling technique used is saturated sampling technique. Saturated sampling technique is a technique where all populations in that organization are taken as

samples. According to Sugiyono (2019) Saturated Sampling is a sample selection technique when all population members are made samples.

### **Research Time and Place**

This research was conducted at one of the organizations, namely BPJS Ketenagakerjaan in West Sumatra (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang). This research was conducted from November to December 2025.

### **Data Analysis Method**

According to Sugiyono (2016) path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. Path analysis is used using correlation, regression, and paths so that it can be known to reach the intervening variable. The researcher uses this research model is path analysis research (Path Analysis).

### **Data Analysis Method**

The purpose of PLS is to assist researchers in verifying theory and explaining the presence or absence of relationships between latent variables. According to Imam Ghozali (2016) the PLS method is able to describe latent variables (not directly measurable) and are measured using indicators.

### **Measurement Model Evaluation (Designing Outer Model)**

According to Ghazali, I., & Latan (2015) Outer model is testing to assess the validity and reliability of constructs from indicators. Meanwhile, the inner model is testing to predict relationships between variables using the t-test from PLS software. The measurement model is used to determine the threshold of validity and reliability. The measurement model that connects indicators with latent variables describes how indicators and latent variables are connected in this research.

### **Convergent Validity**

According to Ghozali and Latan (2015), measurement related to the principle that (manifest variables) of a construct should have high loads, is called factor loading as well as the Average Variance Extracted (AVE) value in convergent validity. The rule of thumb used in convergent validity testing is a loading factor value of 0.5 - 0.6 and an AVE value greater than 0.5.

### **Composite Reliability and Cronbach's Alpha**

The Composite Reliability (CR) value is a measurement value used to check how good the model used is and measured by the established indicators. However, the interpretation of Composite Reliability and Cronbach Alpha scores is the same, namely with a value greater than 0.7 as an acceptable or sufficient reference, while if CR has a value greater than 0.8 and 0.9 it means very satisfactory (Ghozali and Latan 2015). Cronbach Alpha in testing construct reliability will give a lower result (underestimate) so the use of composite reliability is more recommended for testing construct reality.

### **Structure Model (Inner Model)**

- 1.R-Square (R<sup>2</sup>)
- 2.Variance Inflation Factor (VIF)
- 3.Hypothesis Testing

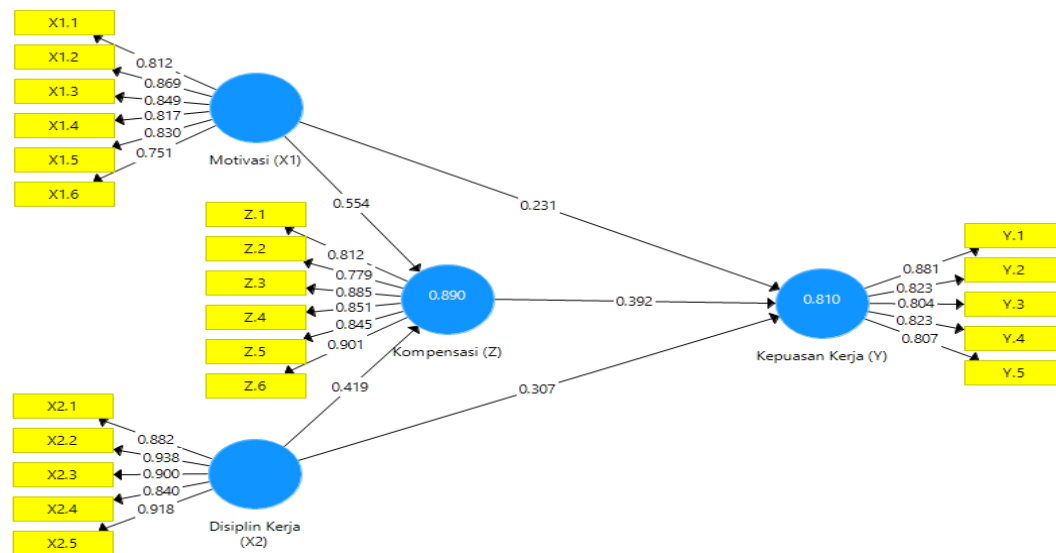
## **Results**

## Outer Model Analysis

The outer model measurement model testing is conducted to determine the specification of the relationship between latent variables and their manifest variables. This testing is to find out whether the values are validly distributed and reliable for conducting research. All indicator values must be valid and reliable. After obtaining valid and reliable values, this includes convergent validity, discriminant validity, and reliability.

## Convergent Validity

The structural model in this research is shown in the following figure.



Source: Smart PLS 3.3.3

**Figure 2.** Outer Model

Smart PLS output for loading factor yields the following table results: Outer Loadings. In this research there are equations and those equations consist of two substructures. For substructure 1:

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0,554 + 0,419 + e_1$$

For substructure 2:

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0,231 + 0,307 + 0,392 + e_2$$

**Table 1.** Outer Loading

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1				0,812
X1.2				0,869
X1.3				0,849
X1.4				0,817
X1.5				0,830
X1.6				0,751
X2.1	0,882			
X2.2	0,938			
X2.3	0,900			
X2.4	0,840			

<b>X2.5</b>	<b>0,918</b>			
<b>Y.1</b>		<b>0,881</b>		
<b>Y.2</b>		<b>0,823</b>		
<b>Y.3</b>		<b>0,804</b>		
<b>Y.4</b>		<b>0,823</b>		
<b>Y.5</b>		<b>0,807</b>		
<b>Z.1</b>			<b>0,812</b>	
<b>Z.2</b>			<b>0,779</b>	
<b>Z.3</b>			<b>0,885</b>	
<b>Z.4</b>			<b>0,851</b>	
<b>Z.5</b>			<b>0,845</b>	
<b>Z.6</b>			<b>0,901</b>	

Source: Smart PLS 3.3.3

Based on the outer loadings test results, all indicators in the research model are declared valid and suitable for further analysis.

### Discriminant Validity

Further research determines data that is valid in terms of Discriminant Validity, aiming to determine whether the cross-loading value is greater than other latent variables so as to determine that the indicator results correlate highly with their construct. The following table shows the cross-loading results from the validity testing as follows:

**Table 2.** Discriminant Validity

	<b>Work Discipline (X2)</b>	<b>Job Satisfaction (Y)</b>	<b>Compensation (Z)</b>	<b>Motivation (X1)</b>
<b>X1.1</b>	0,787	0,824	0,788	<b>0,812</b>
<b>X1.2</b>	0,780	0,777	0,809	<b>0,869</b>
<b>X1.3</b>	0,682	0,668	0,718	<b>0,849</b>
<b>X1.4</b>	0,719	0,685	0,793	<b>0,817</b>
<b>X1.5</b>	0,669	0,649	0,772	<b>0,830</b>
<b>X1.6</b>	0,677	0,619	0,648	0,751
<b>X2.1</b>	<b>0,882</b>	0,708	0,792	0,734
<b>X2.2</b>	<b>0,938</b>	0,819	0,866	0,820
<b>X2.3</b>	<b>0,900</b>	0,870	0,848	0,889
<b>X2.4</b>	<b>0,840</b>	0,683	0,745	0,695
<b>X2.5</b>	<b>0,918</b>	0,773	0,795	0,777
<b>Y.1</b>	0,816	<b>0,881</b>	0,863	0,826
<b>Y.2</b>	0,797	<b>0,823</b>	0,811	0,806
<b>Y.3</b>	0,608	<b>0,804</b>	0,658	0,583
<b>Y.4</b>	0,621	<b>0,823</b>	0,610	0,603
<b>Y.5</b>	0,689	<b>0,807</b>	0,657	0,695
<b>Z.1</b>	0,805	0,748	<b>0,812</b>	0,746
<b>Z.2</b>	0,719	0,712	<b>0,779</b>	0,670
<b>Z.3</b>	0,821	0,801	<b>0,885</b>	0,804
<b>Z.4</b>	0,734	0,741	<b>0,851</b>	0,820
<b>Z.5</b>	0,683	0,685	<b>0,845</b>	0,760



<b>Z.6</b>	0,823	0,787	0,901	0,869
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Source: Smart PLS 3.3.3

Based on the discriminant validity test results, each indicator has the highest loading value on the construct it measures compared to other constructs. It can be concluded that the research model has met the discriminant validity criteria.

### Composite reliability

In this research, composite reliability is used to see each variable with its reliability value. If the variable's value is greater than 0.60, the research is considered reliable. If it is below 0.60 and 0.7, it is not reliable. There are several blocks to determine whether the research is reliable or not, and valid or not, including Cronbach's alpha value, composite reliability value, and AVE value. See the table below:

**Table 3.**Construct Reliability and Validity

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Work Discipline (X2)</b>	0,938	0,953	0,803
<b>Job Satisfaction (Y)</b>	0,886	0,916	0,686
<b>Compensation (Z)</b>	0,920	0,938	0,717
<b>Motivation (X1)</b>	0,904	0,926	0,676

Source: Smart PLS 3.3.3

The results of construct reliability and validity testing show that all research variables have Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50. The research instrument is declared reliable and valid for use in further analysis.

### Inner Model Analysis

#### Coefficient of Determination (R<sup>2</sup>)

Based on data processing that has been carried out using SmartPLS 3.0, the R Square values obtained are as follows:

**Table 4.** R Square Results

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Job Satisfaction (Y)</b>	0,810	0,804
<b>Compensation (Z)</b>	0,890	0,888

The R Square test results show that the Job Satisfaction variable has an R Square value of 0.810, meaning that 81.0% of the variation in Job Satisfaction can be explained by the independent variables in the model, while the rest is influenced by other factors outside the research. Meanwhile, the Compensation variable has an R Square value of 0.890, indicating that 89.0% of the variation in Compensation can be explained by the variables in the research model.

### Hypothesis Testing

Hypothesis testing in this research is conducted by looking at T-Statistics and P-Values. A hypothesis is stated as accepted if the T-Statistics value is  $> 1.96$  and P-Values is  $< 0.05$ . The following are the results of Path Coefficients for direct effects:

**Table 5.** Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
<b>Work Discipline (X2) -&gt; Job Satisfaction (Y)</b>	0,307	3,022	<b>0,001</b>	<b>Accepted</b>
<b>Work Discipline (X2) -&gt; Compensation (Z)</b>	0,419	5,425	<b>0,000</b>	<b>Accepted</b>
<b>Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0,392	3,492	<b>0,000</b>	<b>Accepted</b>
<b>Motivation (X1) -&gt; Job Satisfaction (Y)</b>	0,231	2,254	<b>0,012</b>	<b>Accepted</b>
<b>Motivation (X1) -&gt; Compensation (Z)</b>	0,554	7,233	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

1. Effect of Work Discipline on Job Satisfaction

Work Discipline has a positive and significant effect on Job Satisfaction. This is indicated by a coefficient value of 0.307 with a T Statistic of 3.022 and P Values of 0.001. Thus, the hypothesis stating the influence of Work Discipline on Job Satisfaction is accepted.

2. Effect of Work Discipline on Compensation

Work Discipline has a positive and significant effect on Compensation. The path coefficient value of 0.419 with a T Statistic of 5.425 and P Values of 0.000 shows that the better the Work Discipline, the Compensation received also increases. Therefore, the hypothesis is accepted.

3. Effect of Compensation on Job Satisfaction

Compensation has a positive and significant effect on Job Satisfaction. This is proven by a coefficient value of 0.392, T Statistic of 3.492, and P Values of 0.000. Thus, the hypothesis stating the effect of Compensation on Job Satisfaction is accepted.

4. Effect of Motivation on Job Satisfaction

Motivation has a positive and significant effect on Job Satisfaction. The coefficient value of 0.231 with a T Statistic of 2.254 and P Values of 0.012 shows that increasing work motivation will increase Job Satisfaction. Therefore, the hypothesis is accepted.

5. Effect of Motivation on Compensation

Motivation has a positive and significant effect on Compensation. This is indicated by a coefficient value of 0.554 with a T Statistic of 7.233 and P Values of 0.000. Thus, the hypothesis stating the influence of Motivation on Compensation is accepted.

**Table 6.** Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
<b>Work Discipline (X2) -&gt; Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0,164	2,688	<b>0,004</b>	<b>Accepted</b>
<b>Motivation (X1) -&gt; Compensation (Z) -&gt; Job Satisfaction (Y)</b>	0,217	3,387	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

#### 6. Effect of Work Discipline on Job Satisfaction through Compensation

Work Discipline has a positive and significant effect on Job Satisfaction through Compensation. This is indicated by the indirect effect coefficient value of 0.164 with a T Statistic of 2.688 and P Values of 0.004. Thus, Compensation is proven to be able to mediate the effect of Work Discipline on Job Satisfaction, so the hypothesis is accepted.

#### 7. Effect of Motivation on Job Satisfaction through Compensation

Motivation has a positive and significant effect on Job Satisfaction through Compensation. The coefficient value of 0.217 with a T Statistic of 3.387 and P Values of 0.000 shows that Compensation plays a role as a mediating variable in the relationship between Motivation and Job Satisfaction. Therefore, the hypothesis is accepted.

### Conclusion

1. Work Motivation is proven to increase Job Satisfaction, so the hypothesis is accepted.
2. Work Discipline plays a role in increasing the Compensation received by employees, so the hypothesis is accepted.
3. Good Compensation is able to increase employee Job Satisfaction, so the hypothesis is accepted.
4. High work motivation contributes to increasing Job Satisfaction, so the hypothesis is accepted.
5. Motivation influences increasing employee Compensation, so the hypothesis is accepted.
6. Compensation is able to mediate the effect of Work Discipline on Job Satisfaction, so the hypothesis is accepted.
7. Compensation is proven to mediate the effect of Motivation on Job Satisfaction, so the hypothesis is accepted.

### Suggestions

1. Management is advised to continue improving **work discipline** through consistent enforcement of rules, provision of leadership examples, and a fair supervision system so that employee job satisfaction increases further.
2. The organization needs to pay attention and evaluate the **compensation system** periodically so that it is in accordance with employee performance and contribution, thus it can encourage motivation and job satisfaction.
3. Efforts to increase **work motivation** need to be made through giving recognition, career development opportunities, and a conducive work environment so that employee performance and satisfaction become more optimal.
4. Management is advised to integrate discipline, motivation, and compensation policies in a harmonious manner, as these three variables are proven to be interrelated in increasing employee job satisfaction.

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