



The Influence of Compensation and Position Promotion on Job Satisfaction with Extrinsic Motivation as an Intervening Variable

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ABSTRACT

Compensation and promotion of office are two things that the main purpose of a person working. This study aims to determine the influence of compensation and job promotion on employee job satisfaction with extrinsic motivation as an intervening in PT Chandra Asri,Tbk. The research method used a quantitative approach by distributing questionnaires to 89 samples of employees selected through stratified random sampling technique. Research data was analyzed using Partial Least Squares (PLS) through outer and inner test model. The results showed that the compensation effect on job satisfaction and employee extrinsic motivation. While promotion of office has no effect on job satisfaction but has an effect on employee extrinsic motivation. The extrinsic motivation effect on job satisfaction and become intervening compensation and promotion of position to employee job satisfaction in PT Chandra Asri,Tbk. Job promotion system that is less transparent becomes a matter of concern to the company in order to provide maximum employee satisfaction.

INTRODUCTION

Companies must be able to provide job satisfaction to their employees by trying to create certain conditions so that employees can be passionate in doing their jobs, one of which is by providing appropriate compensation and promoting positions to increase employee morale. One of the main factors that determine work performance to be promoted and support the achievement of company goals is the motivation of the employees themselves. If we want to improve employee work performance, we need to understand and pay attention to factors that can affect employee work motivation.

PT Chandra Asri, Tbk provides compensation and promotion of positions to motivate its employees at work. The compensation provided by the company in the form of an average salary of Rp.4,000,000,-, is already above the North Jakarta MSE in 2017, which is Rp.3,332,000. In addition to salary, the company also provides allowances and other facilities as a form of remuneration for employee productivity in the company. The nominal salary given is also based on the level of education and the employee's working period in the company. Employees with a high level of education and working period will automatically get a larger salary than employees with a lower education and working period.

The issues that develop in the employees of PT Chandra Asri, Tbk, are very difficult in the implementation of position promotions. Most employees in each division feel that they do not get justice in terms of career because they continue to be contract employees even though they have worked for more than 3 years. The dedication that employees give to the company is not considered or even seems uncared for, causing dissatisfaction for employees.

Employee dissatisfaction of PT Chandra Asri, Tbk, North Jakarta occurred because the remuneration was not proportional to the level of workload; evaluation from superiors that is lacking for employees; and lack of appreciation for implementing employees. Even though the nominal salary has met the standards set by the North Jakarta government and even exceeds the average MSE, there are employees who complain that the compensation provided by the company is not comparable to what they have given so far.

Many previous studies have examined the effect of compensation and job promotion on job satisfaction. Mahendrawan and Ayu (2015) found that compensation has a positive effect on job satisfaction. Research by Putra and Ni Wayan (2016) states that increased financial compensation will also increase job satisfaction. Retnoningsih (2016) stated that both financial and non-financial compensation have a significant effect on job satisfaction. Faysica et al. (2016) also found that compensation has a significant effect on job satisfaction. The results of the research Pioh and Alum (2016) are the opposite because they found that compensation has a non-significant effect on job satisfaction.

Regarding promotion and job satisfaction, the results of Tambunan (2013) research found that job promotions have a significant effect on job satisfaction. Fajri et al. (2015) stated that job satisfaction will be achieved by satisfying satisfaction with work, satisfaction with payment, promotion and satisfaction with superiors. The research of Faysica et al. (2016) also found that job

promotions have a significant effect on job satisfaction. Some of these studies are contrary to the phenomenon in the field because the promotion carried out by PT Chandra Asri, Tbk is considered too difficult so that many employees leave (*turnover*) from their jobs.

THEORETICAL REVIEW

Human Resource Management

Human resource management is a tool and method of regulating the role of humans in realizing optimal goals. The arrangement includes planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and dismissal of workers to help realize the goals of the company, employees, and society. He explained that human resource management regulates human labor in such a way that the company's goals, employee satisfaction, and society are realized (Hasibuan, 2015).

Yuniarsih and Suwanto (2015) stated that human resource management is a series of human resource management activities that focus on practices and policies, as well as management functions to achieve organizational goals. From these several definitions, it can be concluded that the definition of Human Resource Management is a science and art in managing and utilizing human resources through management policy processes such as planning, organizing, directing and supervising as well as assessing so that it can run effectively and efficiently for the realization of the goals of the company, employees, and society.

Kompensasi

Dessler (2016) states employee compensation is any form of payment or gift that a company gives to employees and arises from their work. When compensation is given correctly, employees will be more satisfied and motivated to achieve organizational goals. However, on the other hand, if employees view the compensation provided as inadequate, work performance, motivation and job satisfaction can drop drastically because the amount of compensation reflects the measure of the value of their work among the employees themselves (Rachmawati, 2014).

Compensation is a payment that employees receive regularly in return for their work in the organization. This means that companies must be able to provide compensation systematically and continuously by applying the principles of objectivity and fairness in its implementation. In order to provide benefits both for employees and for the company, the compensation system must be managed efficiently so that employee job satisfaction and company goals can be achieved.

Position Promotion

Promotion is a positive development of a worker or employee because his duties are considered good by the authorized officials.

Therefore, the provision of higher responsibility and authority should be given to those who have achieved. The assessment of an employee is carried out by the official in charge of him and the bureau unit that has the task of processing personnel administration activities (Fathoni, 2015).

According to Umar (2016), a person who receives a promotion must have good qualifications compared to other candidates. Tohardi (2015) position promotion is the process of transferring or transferring employees, but the transfer here is not at the same level but at the position above.

Based on some of the definitions above, it can be concluded that promotion is an activity or transfer process that increases the authority and responsibility of employees within an organization or company. This is a form of employee recognition of the ability of their achievements while the employee is working.

1. Extrinsic Motivation

Extrinsic motivation is a motivation that comes from outside the individual and cannot be controlled by the individual (Elliott et al, 2015). In Herzberg's theory (Notoatmodjo, 2016), it is stated that the best way to motivate an individual is through extrinsic factors by meeting his or her high-level needs including achievements, awards, responsibilities, opportunities for advancement, the job itself, physical working conditions, interpersonal relationships, company policies, supervision, salary, and security.

Gunarsa (2014) states that extrinsic motivation is everything that is obtained through one's own observation, or through advice, encouragement or encouragement from others.

1. Job Satisfaction

For individuals, job satisfaction allows efforts to improve their standard of living. Meanwhile, for companies, job satisfaction is carried out in the context of efforts to increase production and improve the attitude and behavior of employees. Handoko (2015) said that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work.

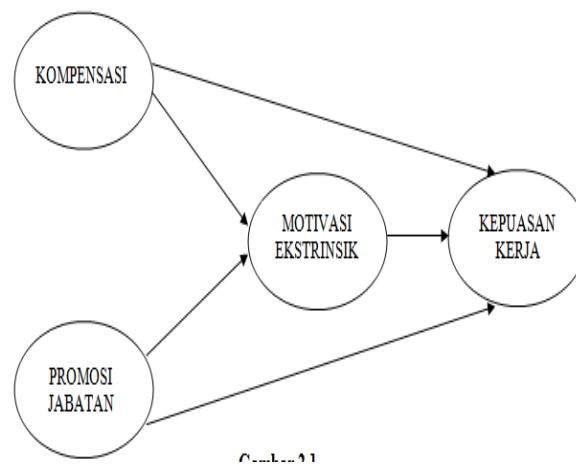
Hasibuan (2015) explained that job satisfaction is an emotional attitude that is pleasant and loves one's job. Meanwhile, Siagian (2015) argues that job satisfaction is a person's perspective both positive and negative about their work.

Job satisfaction is a general attitude towards a person's work, the difference between how much reward a worker receives and how much he believes should be received. The belief that satisfied employees are more productive than unsatisfied employees is a basic teaching among leaders. A person who is dissatisfied with his or her job shows a negative attitude towards the job (Robbins, 2016).

FRAMEWORK

PT Chandra Asri, Tbk, North Jakarta expects all its employees to be able to work well and have a high work ethic in their activities to support the achievement of the desired company goals. This can be achieved if the employees have satisfaction in their work. Employees will feel satisfied if they get what they need. The greater the needs of employees that can be met, the more satisfied the employee will be. On the other hand, if the employee's needs are not met, the employee will feel dissatisfied.

According to the theory of satisfaction, the most appropriate way to increase employee job satisfaction is by providing compensation and job promotion. Based on the background of the problem described, the framework of thinking in this study can be described as follows:



Picture 1. Framework

HYPOTHESIS DEVELOPMENT

The Effect of Compensation on Job Satisfaction

The reason for the provision of compensation is because compensation is important for employees as individuals because the amount of compensation reflects the measure of the value of their work among the employees themselves, their families and the community (Rachmawati, 2014). A good compensation system is able to guarantee employee job satisfaction which in turn allows the company to acquire, maintain and hire them with various positive attitudes and behaviors for the benefit of the company.

On the other hand, if employees are overwhelmed by dissatisfaction with the compensation they receive, the impact on the company will be very negative such as decreased work performance, complaints, high levels of absenteeism, high turnover rates and even strikes (Handoko, 2015). Based on this description, the research hypothesis is formulated:

H1 : Compensation has a significant effect on employee job satisfaction at PT Chandra Asri,Tbk

The Effect of Position Promotion on Job Satisfaction

The reason for the promotion is intended to place employees in accordance with the needs of the company, namely positions that are in accordance with the experience and abilities and skills possessed by the employees to be promoted. In general, the provision of job promotions will have an effect on job satisfaction, because job satisfaction is related to the level of work, so it shows that employees with higher job levels tend to get higher job satisfaction, this is shown by getting better compensation, more comfortable working conditions and their jobs allow the use of all the abilities they have so that they have a reason to be more satisfied.

With the position promotion program, employees feel noticed and appreciated for what they have done for the company, so that job satisfaction will be created for employees. Based on this description, the research hypothesis is formulated:

H2: Job promotion has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk

Effect of Compensation on Extrinsic Motivation

Winardi (2016) stated that motivation is a potential force that exists in a human being, which can be developed by itself or developed by a number of external forces which in essence revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance positively or negatively.

In this study, compensation is suspected to be something that can motivate employees to work more actively. Based on this description, the research hypothesis is formulated:

H3 : Compensation has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

The Effect of Position Promotion on Extrinsic Motivation

According to Ardana (2012), promotion is defined as a process of changing from one job to another in a hierarchy of authority and responsibility that is higher than the previous time. Promotion will not only provide more power but also for every employee will feel that their social status has increased.

A clear promotion system will trigger employees to be more active in working in order to get an improvement in their job status. Motivation is the willingness to bring out the best in the effort to achieve organizational goals to meet the needs of the company. Based on this description, the research hypothesis is formulated:

H4 : Position promotion has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

1. The Effect of Extrinsic Motivation on Job Satisfaction

By providing reasonable and fair compensation, employees feel that they really get attention and appreciation for their work, so that employees can work hard and passionately, because of the expectations given by the company.

Meanwhile, the existence of a position promotion means that there is trust and recognition regarding the ability and proficiency of the employee concerned to occupy a higher position.

The high motivation of a person in doing work can be a benchmark that the person feels satisfied with what he or she is doing. Based on this description, the research hypothesis is formulated:

H5 : Extrinsic motivation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk

METHODOLOGY

Type of Research

This study uses a survey approach, which is a study that takes samples from one population using a questionnaire as the main data collection tool and generally using statistical methods (Prasetyo, 2017).

Population and Sample

The population in this study is employees of PT Chandra Asri, Tbk which currently amounts to 836 people. In this study, the researcher narrowed the population by using the 10% precision slovin formula obtained by 89 respondents. The sampling technique uses *stratified random sampling*, where the researcher provides equal space for each element (member) of the population to be selected as a member of the sample by paying attention to the strata in the population.

Variable Operationalization

The variables of this study consist of compensation (X1), position promotion (X2), extrinsic motivation (M) and job satisfaction (Y) which are operationalized as follows:

Table 1. Variable Operationalization

Variabel	Definisi	Indikator	Skala
Compensation (X1)	Something received by employees in the form of salary, wages, incentives, insurance, facilities, and benefits as compensation for the work performed (Umar, 2016)	1. Salary 2. Wages 3. Incentives 4. Insurance 5. Facilities	Skala penilaian skor 1-10
Job Promotion (X2)	The transfer of employees to a higher position due to seniority, educational qualifications, work achievements, and level of loyalty to the company (Ardana, 2012).	1. Seniority 2. Educational Qualifications 3. Work Achievements 4. Level of Loyalty	Skala penilaian skor 1-10

Extrinsic Motivation (M)	Rewards, punishments, coworker relationships, and praise that come from outside an individual and encourage them to take certain actions (Sardiman, 2013).	<ol style="list-style-type: none"> 1. Rewards 2. Punishments 3. Relationships with coworkers 4. Praise 	Rating Scale 1-10
Job Satisfaction (Y)	The attitude of enjoying, loving, being dedicated to, and feeling comfortable at work (Hasibuan, 2015)	<ol style="list-style-type: none"> 1. Enjoying the Job 2. Loving 3. Being Dedicated to the Job 4. Feeling Comfortable at Work 	Rating Scale 1-10

Data collection uses questionnaires. The questions in the cursor are designed in such a way that they represent and reflect the stages of the elements of each variable in the study.

The measurement scale used in the questionnaire in this study is an assessment scale with a score of 1-10 that states strongly disagree to strongly agree.

Data Analysis Techniques

1. Validity and Reliability Test

Validity tests are used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that will be measured by the questionnaire, The validity test is carried out by comparing the square root of the average variance extracted (\sqrt{AVE}) value of each construct with the correlation between the construct and other constructs in the model. If the square root value of the AVE of each construct is greater than the correlation value between other constructs in the model, then each statement indicator is valid (Ghozali, 2015).

Reliability is the level of reliability of the questionnaire. A trustworthy instrument will generate trustworthy data as well. A reliable questionnaire is a questionnaire that if tried repeatedly to the same group will produce the same data assuming that there are no psychological changes in the respondents. To see the level of reliability in this study, it can be seen from the Cronbach alpha value and the composite reliability value. To be said to be a reliable statement item, the Cronbach alpha value must > 0.6 and the composite reliability value must > 0.7.

Outer Model

The discriminant validity of the measurement model with reflective indicators is assessed based on the cross loading measurement with the construct. If the correlation of a construct with a measurement item is greater than that of other construct sizes, then it indicates that the construct predicts the size of their block better than the size of the other blocks. Another method to assess discriminant validity is to compare the Root Of Average Variance Extracted (AVE) value of each construct is greater than the correlation value between the construct and other constructs in the model, so it is said to have a good discriminant validity value (Ghozali, 2015).

Composite reliability indicator blocks that measure a construct can be evaluated with two types of measures, namely internal consistency developed by Wert, et al. (1979) in Ghozali (2015).

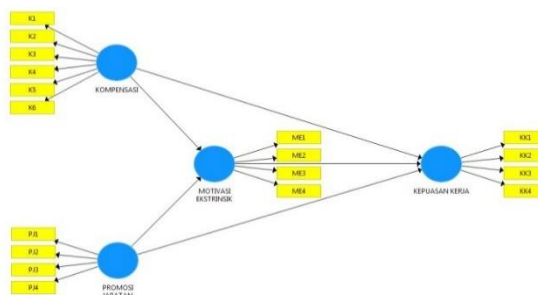
Compared to cronbach alpha, this measure does not assume tau equivalence between measurements assuming all indicators are given the same weight. So cronbach alpha tends to lower bound estimate reliability, while ρ_c is a closer approximation assuming the estimate parameter is accurate. ρ_c as an internal measure of consistence can only be used for constructs with reflective indicators (Ghozali, 2015).

Inner Model

Testing the inner model or structural model is carried out to see the relationship between the construct, significance value and R Square of the research model. In assessing the PLS model, it starts by looking at the R Square for each dependent latent variable. Changes in the R Square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2015).

4Structural Equation Analysis Model

The initial structural equation analysis model explains the relationship between variables and items. This study has two independent variables (compensation and promotion of positions), one intervening variable (extrinsic motivation) and one dependent variable (job satisfaction). The following is a model of structural analysis equations in research:



Picture 2. Structural Equations Modeling

Hypothesis Testing

Jogiyanto and Abdillah (2015) explained that the measure of the significance of hypothesis support can be used to compare the t-table and t-statistical values with the condition that if the t-statistic is higher than the t-table value, it means that the hypothesis is accepted. The t-table value was obtained from $df = n - k$ ($k=2$, two-party test) and $\alpha = 5\%$ (0.05) which is 1.987.

RESULTS AND DISCUSSION

1. Validity Test Results

The indicator is considered valid if all *loading factors* have a > value of 0.5 (Ghozali, 2015). From the results of the validity test carried out, the following results were obtained:

Table 2. Test Results Outer Model Beginning

Variabel	Indikator	Loading factor (awal)	Indikator drop
Compensation	K1	0,744	K2 K4 K5 K6
	K2	-0,125	
	K3	0,873	
	K4	-0,091	
	K5	-0,233	
	K6	0,169	
Posotion Promotion	PJ1	0,769	PJ3
	PJ2	0,728	
	PJ3	0,504	
	PJ4	0,826	
Extrinsic Motivation	ME1	0,853	-
	ME2	0,918	
	ME3	0,883	
	ME4	0,761	
Job Satisfaction	KK1	0,817	-
	KK2	0,798	
	KK3	0,836	
	KK4	0,835	

Source : Processed Research data, 2017

From table 4.11, it can be seen that there are indicators on the compensation and promotion variables that must be dropped because they are declared invalid with a *loading factor* value of < 0.5, namely K2 (-0.125); K4 (-0.091); K5 (-0.233); K6 (0.169); PJ3 (0.504). Thus, the measurement model in the next process can be seen in the following figure:

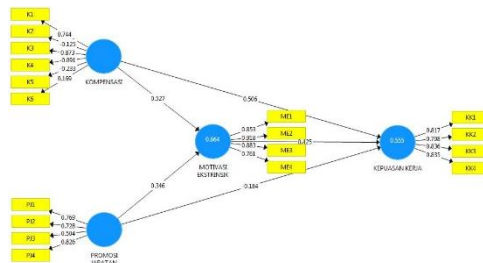


Figure3. Initial Outer Model Test Results

Source : output PLS

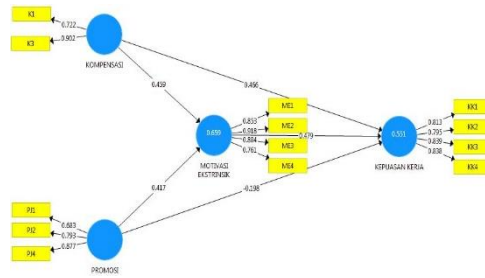


Figure 4. Final Uji Outer Model test Results
 Source : Processed Research Data, 2017.

Table 3. Final Outer Model Test Results

Variabel	Indikator	Loading factor (Final)
Compensation	K1	0,722
	K3	0,902
Position Promotion	PJ1	0,683
	PJ2	0,793
	PJ4	0,877
Extrinsic Motivation	ME1	0,853
	ME2	0,918
	ME3	0,884
	ME4	0,761
Job Satisfaction	KK1	0,813
	KK2	0,795
	KK3	0,839
	KK4	0,838

Source : Processed Research Data, 2017.

From the table above, it is known that the indicators that are considered valid and have a loading factor value of > 0.5 are 2 (two) indicators on the compensation variable, 3 (three) indicators on the position promotion variable; 4 (four) indicators on the extrinsic motivation variable and 4 (four) indicators on the job satisfaction variable. Based on these results, the *Average Variance Extracted (AVE)* value of the research variables is obtained as follows:

Tabel 4. Average Variance Extracted

Variabel	Average Variance Extracted (AVE)	Ket.
Compensation	0,667	Valid
Position Promotion	0,622	Valid
Extrinsic Motivation	0,733	Valid

Job Satisfaction	0,675	Valid
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Source : Processed Research Data, 2017.

A variable is said to be valid if it has an AVE value > 0.5 (Ghozali, 2015). From table 4, it can be seen that the four variables of this study are declared valid because they have an AVE value of > 0.5 . The position promotion variable is seen to have the lowest AVE of 0.622. Meanwhile, extrinsic motivation is seen to be the variable that has the highest AVE value, which is 0.733.

2. Reliability Test Results

Reliability is the level of reliability of the questionnaire. A reliable instrument will produce trustworthy data. The reliability test was carried out by looking at *the composite reliability* and *cronbach alpha* values obtained from the structural equation model (figure 4.2). To be said to be reliable, the *Cronbach alpha* value > 0.6 and *the composite reliability* value > 0.7 .

Tabel 5. Reliability Variabel

Variabel	Composite Reliability	Cronbach Alpha	Ket.
Kompensasi	0,798	0,620	Reliabel
Promosi Jabatan	0,830	0,688	Reliabel
Motivasi Ekstrinsik	0,916	0,876	Reliabel
Kepuasan Kerja	0,893	0,839	Reliabel

Source : Processed Research Data, 2017.

From table 5, it can be seen that the four research variables are declared reliable because they have *a composite reliability value* of > 0.7 and *cronbach alpha* > 0.6 . The compensation variable was seen to have the lowest *composite reliability* value of 0.798 and *cronbach alpha* which was 0.620. Thus, it shows that all variables in the estimated model can be said to meet the *criteria for discriminant validity*.

3. Hypothesis Testing Results

Tabel 6. Path Coefficient

Hipotesis	Koefisien Jalur	t statistic	p values
1 Compensation → Satisfaction	0,466	3,290	0,001
2 Job Promotion → Job Satisfaction	-0,198	1,522	0,132

3	Compensation → Extrinsic Motivation	0,459	4,676	0,000
4	Position Promotion → Extrinsic Motivation	0,417	4,742	0,000
5	Extrinsic Motivation → Kepuasan Kerja	0,479	2,499	0,014

Source :
 Data, 2017

Processed Search

The inner *model test* was carried out to test the relationship between variables, the support of the research hypothesis, the ability of independent variables in explaining dependent variables and the ability of intervening variables to mediate the relationship between independent and dependent variables.

Hypothesis 1

Ho: Compensation has no effect on employee job satisfaction at PT Chandra Asri, Tbk

Ha : Compensation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk

Based on table 6, it is known that the path coefficient in hypothesis 1 is 0.466 which shows that compensation has a relationship of 46.6% with job satisfaction. Any increase in compensation will make employee job satisfaction also increase. The *t-statistical* values (3.290) and *p values* (0.001) showed that compensation was proven to have an effect on job satisfaction because *t statistics* (3.290) > *t tables* (1.987) and *p values* (0.001) < α (0.05). Thus, it can be concluded that the hypothesis that compensation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk is acceptable, which means that Ha is accepted and Ho is rejected.

Hypothesis 2

Ho: Position promotion has no effect on employee job satisfaction at PT Chandra Asri, Tbk

Ha : Job promotion has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk

From table 6, it is known that the path coefficient in hypothesis 2 is (-0.198) which shows that position promotion has a negative relationship with job satisfaction of 19.8%. Every increase in the position promotion system that is set

will tend to make employee job satisfaction decrease. The *t-statistical* values (1.522) and *p values* (0.132) showed that job promotions were not proven to have an effect on job satisfaction because *t statistics* (1.522) < *t tables* (1.987) and *p values* (0.132) > α (0.05). Thus, it can be concluded that the hypothesis that the position promotion has a significant effect on the job satisfaction of employees at PT Chandra Asri, Tbk is rejected, which means that H_a is rejected and H_o is accepted.

Hypothesis 3

H_o : Compensation has no effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

H_a : Compensation has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

The path coefficient in hypothesis 3 is 0.459 which shows that compensation has a relationship of 45.9% with extrinsic motivation.

Any increase in compensation will make the extrinsic motivation of employees also increase. The *t-values* statistically (4.676) and *p-values* (0.000) showed that compensation was proven to have an effect on extrinsic motivation because the *t-statistic* (4.676) > the *t-table* (1.987) and *p-values* (0.000) < α (0.05). Thus, it can be concluded that the hypothesis that compensation has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk is acceptable, which means that H_a is accepted and H_o is rejected.

Hypothesis 4

H_o : Position promotion has no effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

H_a : Promotion has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk

From table 6, it is known that the path coefficient in hypothesis 4 is (0.417) which shows that position promotion has a relationship with extrinsic motivation of 41.7%. Every increase in job promotions will make the extrinsic motivation of employees also increase. The *t-statistical* values (4.742) and *p-values* (0.000) showed that job promotion was proven to have an effect on extrinsic motivation because the *t-statistic* (4.742) > the *t-table* (1.987) and *p-values* (0.000) < α (0.05). Thus, it can be concluded that the hypothesis that the promotion of the position has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk is accepted, meaning that H_a is accepted and H_o is rejected.

Hypothesis 5

H_o : Extrinsic motivation has no effect on employee job satisfaction at PT Chandra Asri, Tbk

H_a : Extrinsic motivation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk

Based on table 6, it is known that the path coefficient in hypothesis 5 is 0.479 which shows that extrinsic motivation has a relationship of 47.9% with job satisfaction. The *t-statistical* values (2.499) and *p values* (0.000) showed that extrinsic motivation was proven to have an effect on job satisfaction because *t statistics* (2.499) > *t tables* (1.987) and *p values* (0.000) < α (0.05). Thus, it can be

concluded that the hypothesis that extrinsic motivation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk is acceptable, which means that H_a is accepted and H_o is rejected.

Tabel 7. R Square

Variabel	R Square
Motivasi Ekstrinsik	0,659
Kepuasan Kerja	0,551

Source : Processed Research Data, 2017.

Based on table 7 above, it is known that *R Square* is obtained for extrinsic motivation (0.659) and job satisfaction (0.551). These results show that the compensation and promotion variables have the ability to explain extrinsic motivation variables by 65.9%; Meanwhile, the variables of compensation, job promotion and extrinsic motivation have the ability of 55.1% to explain the variable of job satisfaction. From these results, it can be analyzed that extrinsic motivation is higher than the job satisfaction felt by employees of PT Chandra Asri, Tbk.

Tabel 8. Indirect Effect

Pengaruh Tidak Langsung	t statistic	p values
Kompensasi → Kepuasan Kerja melalui Motivasi Ekstrinsik	2,042	0,044
Promosi Jabatan → Kepuasan Kerja melalui Motivasi Ekstrinsik	2,452	0,016

Source : Processed Research Data, 2017.

Based on table 8 above, it is known that the indirect influence of compensation on job satisfaction through extrinsic motivation has *t statistic* (2.042), $> t$ table (1.987) and *p values* (0.044) $< \alpha$ (0.05); the indirect influence of position promotion on job satisfaction through extrinsic motivation has *t statistic* (2.452) $> t$ table (1.987) and *p values* (0.016) $< \alpha$ (0,05) .

These results show that extrinsic motivation is proven to be an intervening between compensation and job promotion on employee job satisfaction at PT Chandra Asri, Tbk. Thus, this result supports the research of Kusuma (2015) who found that compensation has an effect on job satisfaction through motivation and Jaya (2015) who found that job promotion has an effect on job satisfaction through work motivation.

CONCLUSIONS

From the results of the data analysis described in the previous chapter, a research conclusion was made that referred to the research question, namely:

1. Compensation has a significant effect on employee job satisfaction at PT Chandra Asri, Tbk. Salaries and incentives applicable at PT Chandra Asri, Tbk are able to provide job satisfaction for employees.
2. Position promotions have no effect on employee job satisfaction at PT Chandra Asri, Tbk. Consideration of the promotion system that refers to seniority, educational qualifications and loyalty levels that have not been fully implemented makes employees not feel satisfaction in terms of position promotions carried out by the company so far.
3. Compensation has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk. The salary and incentives received encourage employees to stay away from company prohibitions and have good working relationships.
4. Position promotion has a significant effect on the extrinsic motivation of employees at PT Chandra Asri, Tbk. With the position promotion accepted, it encourages employees to get rewards and praise.
5. Extrinsic motivation affects employee job satisfaction at PT Chandra Asri, Tbk. With extrinsic motivation in the form of gifts and praise, it can make employees happy and at home at work.

RECOMMENDATIONS

From the results of the existing research, research suggestions are given, including:

1. For compensation variables, it is recommended that companies can consistently set wage standards according to the level of education, workload and work class of all employees.
2. For the variable of position promotion, it is recommended that the company can carry out a transparent and fair position promotion system without the influence of subjective assessment by realizing position promotion for employees who have worked for 2 years by looking at the loyalty that employees give to the company.
3. For extrinsic motivation variables, it is recommended that companies can increase the extrinsic motivation of employees, for example by implementing a good communication relationship between leaders and subordinates so that it becomes a spirit for employees.
4. For job satisfaction variables, it is suggested that companies can increase employee job satisfaction by paying attention to various factors that can make employees feel at home working and love their work.

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