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The role of job satisfaction mediates the relationship between compensation and career development on work motivation

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ABSTRACT: This study aims to determine the mediating role of job satisfaction in compensation and career development on employee work motivation at Puri Saron Hotel Seminyak. This research was conducted on all employees of Puri Saron Hotel. The number of samples in this study amounted to 65 respondents. Data collection was carried out by means of a questionnaire. Analysis of the data in the study using path analysis. The results in this study indicate that compensation has a positive and significant effect on employee engagement, career development has a positive and significant effect on employee motivation, compensation has a positive and significant effect on job satisfaction, career development has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on work motivation, job satisfaction is able to mediate the compensation variable to work motivation, job satisfaction is able to mediate the career development variable to work motivation.

Keywords -Job Satisfaction, Compensation, Career Development, Work Motivation

I. INTRODUCTION

The success of an organization in achieving organizational goals to realize its vision and mission depends on the role and quality of human resources in the organization. Therefore, it is necessary to develop human resources continuously in order to obtain quality human resources, so that they can produce optimal results in their work. Widodo (2015) states that human resource management is based on the role of a leader in understanding and mastering problems related to human resource management.

Job satisfaction is a pleasant or unpleasant emotional state in which workers view their work. Job satisfaction is a reflection of the feelings of workers about their jobs. This can be seen in the positive attitude of workers towards the work at hand and the environment. Dissatisfied workers will have a negative attitude towards work with different forms from one another. Job satisfaction is a general attitude towards someone's job as the difference between the amount of compensation received by employees and the amount that is believed to be received. Therefore, one of the best ways to improve employee job satisfaction is to link compensation to employee satisfaction. If the compensation program is felt to be fair and competitive for employees, it will be easier for the organization to attract potential employees, retain them and motivate employees to further improve their performance so that productivity increases and organizational performance will also increase. Compensation is something that employees receive for the services they contribute to their work. They contribute what they think is valuable, both in their energy and knowledge. A worker as a bearer feels that the physical strength they have is something they are worth contributing to their work. Ambarwati (2016: 5) motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

The factors that affect job satisfaction are individual, social and main factors in work (Sinambela, 2016). According to Mangkunegara (2017) job satisfaction is the level of a worker's affection for work and work situations related to the worker's attitude towards his job. In addition, job satisfaction includes various things such as the conditions and tendencies of a person's behavior (Bahri and Nisa, 2017). Yulita (2017) career development is the process of enhancing individual work abilities achieved in order to achieve the desired career.

Muttaqien (2014) states that compensation has a dominant influence on employee job satisfaction. Riansari (2012) found the results of his research that compensation has a direct effect on employee job satisfaction where the higher the compensation, the higher the job satisfaction. Handoko and Nawawi in Dr. Muhammad Busro (2018: 26) the term career development can also be referred to as personal improvement

made by someone to achieve a career plan. Career development can also be interpreted as the process of increasing the ability of employees to realize their career planning. Ekayadi's research (2011) is in line with Ningrum (2014) which found that promotion has a significant effect on employee job satisfaction.

Thus, it can increase work motivation and improve employee attitudes. Career development is a very important personnel management function that every employee needs to know. The need to plan careers arises from both economic and social forces, so that each employee feels satisfaction. Individual career development will expand the scope of knowledge, increase abilities and self-confidence. Kartika (2010) in her research concluded that work motivation has a significant effect on employee job satisfaction. Arifah (2015) also found that motivation has a positive effect on job satisfaction, the more motivation increases, the job satisfaction increases. Motivation refers to the process by which one's efforts are energized, directed, and sustainable towards achieving a goal (Robbins, 2010). The purposes of providing compensation include cooperation, job satisfaction, effective procurement, motivation, employee stability, and discipline. (Marpaung, Suruan, and Papua, 2019).

The island of Bali is known to have great prospects and potential in Indonesian tourism so that the island of Bali has been named the center of tourism in Central Indonesia. Bali tourism is known for its natural beauty, customs, friendliness, and cultural diversity in every area in Bali. This phenomenon is what causes domestic and foreign tourists to spend time enjoying the natural beauty and culture of the Balinese people. Seeing the growth of the tourism industry in Bali, one of the means that greatly supports the sustainability of tourism development in Bali is the hotel industry. This facility plays a major role in providing facilities to tourists in providing accommodation with the main products in the form of services and lodging facilities.

Puri Saron Hotel Seminyak is one of the hotels located in Seminyak-Kuta. Puri Saron Seminyak is located not far from the beach. The hotel is in the Seminyak Bali area, about 7 km from the island's capital, Denpasar. Bali Ngurah Rai International Airport is about 15 minutes from the accommodation. Puri Saron Seminyak, which was built in 2008, features an array of utmost amenities to pamper its guests. The hotel has 100 rooms and 4 meeting rooms. Warm and sincere smiles greet every guest in a lobby with 24-hour reception and check-out service, hotel safe and currency exchange facilities. Other facilities include a bar, restaurant, Internet access, room and laundry services at additional charges. Guests arriving by car can park their vehicles in the nearby car park. Apart from that, the hotel is also equipped with medical services and babysitting services.

Based on the results of interviews with HRD and ten employees of Puri Saron Hotel, it can be concluded that there are symptoms of problems related to compensation and career development given by superiors and cause decreased work motivation and employee job satisfaction. Regarding the problem of compensation provided by employees, it is still not sufficient for the needs of the employee. These complaints have been discussed among employees regarding the COVID-19 pandemic that has not subsided. Then career development is also very important for employees. Regarding career development, this is taken from employees. hotel puri saron to provide opportunities for employees by seeing the potentials and assessments of these employees. In this COVID-19 pandemic situation, employees also do not get positions that match employees' wishes due to this COVID-19 situation. Another problem is the lack of motivation from superiors so that these employees to work optimally also decrease. Then decreased employee job satisfaction where some employees also complained about the compensation given from the hotel because of the COVID-19 pandemic situation.

II. THEORY AND HYPOTHESES

Hasibuan (2016) states that the size of the compensation reflects the status, recognition, and level of fulfillment of the needs enjoyed by employees and their families. If the remuneration he receives is higher, his status will be better, and the fulfillment of the needs he receives will also increase. Thus the job satisfaction is getting better. According to Hasibuan (2016: 118). Compensation is all income in the form of money, goods, directly or indirectly to employees in return for services rendered to the company.

The size of the compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees and their families. If the remuneration he receives is higher, his status will be better, and the fulfillment of the needs he receives will also increase. Thus the job satisfaction is getting better. Providing compensation in accordance with the workload given by the company will be able to motivate employees to work even harder and employees will also feel satisfied if the compensation provided is in accordance with the workload carried out by the employee. According to Kasmir (2016: 239) compensation can increase employee motivation by providing the right compensation, it will encourage employees to work stronger, thus stimulating employees to continue working. Motivated employees will produce good quality work too.

Based on research conducted by (Rozzaid, Herlambang, & Devi, 2015) compensation has a positive and significant effect on job satisfaction. Likewise, research conducted by (Lamingrum, 2016) compensation has a positive and significant effect on employee motivation. Researchers will conduct further research, namely analyzing the relationship between compensation and job satisfaction through work motivation to find out whether compensation affects job satisfaction through work motivation.

H₁: Compensation has a positive effect on work motivation.

Research conducted (Umar, 2015) states that career development has a positive and significant effect on work motivation. Dewi & Utama (2016) stated that career development has a positive and significant effect on work motivation at Karya Mas Art Gallery. (Lisdiani & Ngatno (2017) stated that career development has a significant effect on work motivation, meaning that with good career development, employees will feel motivated so as to create a sense of satisfaction in carrying out work.

Work motivation has a positive and significant effect on employee performance. Elqadri et al. (2015). The results of this study are the same as previous studies by Napitupulu, et al., (2017), Dialoke & Nkechi (2017), and Dewi & Utama (2016) which state that career development has a significant and positive influence on motivation.

H₂: Career development has a positive effect on work motivation.

Supatmi (2013), I Gede Mahendrawan & Ayu Desi Indrawati (2015) compensation has an effect on job satisfaction. The results of research conducted by Novianto (2015) & Hadinata (2014) have the same result which states that compensation has a positive effect on employee satisfaction.

This research supports research conducted by Rostina & Nazmi, (2019) with the results of research on compensation affecting job satisfaction. Research conducted by Sudan & Supartha (2015) states that compensation has a positive and significant effect on job satisfaction.

This theory supports previous research conducted by Kurniawan et al., (2016) which states that there is a positive and significant influence between compensation on job satisfaction.

H₃: Compensation has a positive and significant effect on job satisfaction.

Sari (2015) The results of this study indicate that career development affects job satisfaction significantly. Previous research conducted by Cigdem (2014) & Kevin (2016) stated that career development has a significant effect on employee job satisfaction. Thus the results of this study also support previous research conducted by Kadek et al., (2015), which states that compensation has a significant effect on employee job satisfaction.

Akmal Umar's research (2015) also states that career development significantly affects job satisfaction. Research conducted by Vendriana Lisdiani and Ngatno (2017) states that career development has a positive and significant effect on job satisfaction.

H₄: Career development has a positive and significant effect on job satisfaction.

Suputra et al. (2016) stated that Kareyawana's Job Satisfaction has a significant positive effect on employee performance motivation. (Changgriawan, 2017). Other supporting research is research by Kusumaningsih, Baraba & Utami (2016) where employees who are highly motivated, do not give up quickly and never give up in every job they do and are more likely to get greater satisfaction. the higher the employee's job satisfaction, the higher the employee's performance. The greater the employee's work motivation, the higher the job satisfaction (Rasmi, et al., 2017; Octaviannand, et al., 2017; Cong & Van, 2013). Thus it can be said that the influence of motivation on one's satisfaction depends on how much motivation intensity is given. Differences in work motivation for an employee are usually reflected in the various activities and even achievements they have achieved (Afifah & Musadieq, 2017).

H₅: Job satisfaction has a positive and significant effect on work motivation.

Ni Ketut Ayu Juli Astuti and I Nyoman Sudarma (2013) who state that work motivation and compensation together have an effect on job satisfaction. This means that if work motivation is increased and compensation is given fairly and fairly, high job satisfaction can be achieved.

This shows that compensation and motivation have a considerable influence on employee job satisfaction where if an employee is given the same opportunity in a career, the employee will increase his motivation and will feel satisfied with the work he has done, this is reinforced by the opinion of experts including According to Gilmer (in As'ad (2016, 114) states that one of the factors that cause job satisfaction is: Opportunity to progress. These factors are: opportunities to advance, salary (compensation), company management supervisor, -Intrinsic factors of work, working conditions, social aspects of work, communication and facilities.

H₆: Work motivation and compensation have an effect on job satisfaction.

According to Rivai (2015: 218), argues that career development is crucial in which management can increase productivity, increase employee attitudes towards their work and build higher job satisfaction. Thus it can be concluded that there is a positive relationship between motivation and career development on employee job satisfaction. The existence of motivation applied by the company can encourage employees to improve their performance. Likewise, the career development implemented by companies can encourage employees to produce better performance in the future.

The results of this study are in line with research conducted by Wijayanti (2017) which examines the effect of Career Development and Motivation on Employee Job Satisfaction at PT Inka (Persero) Madiun. The

results of the study found that career development and motivation simultaneously or jointly influence job satisfaction. This is evidenced by the Fcount value of 206.619 with a probability of 0.000 where this number is significant because ($p < 0.05$). The results of this study are in line with or support the research results of Anggria P. (2014) which states that career development through work motivation has a significant effect on job satisfaction. Haryani's research (2013) which found that more focused career development is proven to be able to increase employee work motivation. The better the direction of the career development program, the more employee motivation will be.

Septyawati (2013) found that better career development will optimize employee job satisfaction. Organization, by considering human resources as a valuable asset, through career development, the organization will be responsible for developing employee potential to improve employee welfare, so that employees will feel satisfied at their current job. Career development can also motivate a person to do well

H₇: Career development and job satisfaction have a positive effect on work motivation

III. RESEARCH METHOD

This research was conducted at the Puri Saron Hotel Seminyak, Bali, Indonesia. The method applied by the researcher is the distribution of questionnaires. The samples in this study were all employees totaling 65 people using saturated sampling method. The operational definition in research is used to be able to understand each variable in the study in more depth, and to make it easier to make indicators so that variables can be measured. Job satisfaction indicators are measured from Performance, Awards, Responsibilities. There are three indicators for assessing compensation namely satisfied with salary, satisfied with the facilities, satisfied with allowances. The indicators that need to be considered in career development namely fair treatment in a career, the concern of direct superiors, information about various promotional opportunities, satisfaction level. The employee work motivation indicators are performance, awards and Challenges. The analysis technique used in this research is path analysis techniques which are first tested with the classical assumption test consisting of normality test, heteroscedasticity test, and multicollinearity test.

IV. RESULT AND DISCUSSION

Instrument testing is carried out to determine whether the research instrument is suitable for use. Instrument testing is done by testing the reliability and validity test.

Table 1. Recapitulation of Research Instrument Validity Test Results

Variables	Indicator	Coefficient	Validity
		Correlation	
Compensation	X1.1	0.905	Valid
	X1.2	0.904	Valid
	X1.3	0.883	Valid
Carrier Development	X ₂ .1	0.770	Valid
	X ₂ .2	0.802	Valid
	X ₂ .3	0.972	Valid
	X ₂ .4	0.947	Valid
Work Motivation	Y ₁ .1	0.895	Valid
	Y ₁ .2	0.935	Valid
	Y ₁ .3	0.873	Valid
Job Satisfaction	Z2.1	0.862	Valid
	Z2.2	0.940	Valid
	Z2.3	0.893	Valid

The results of the validity test are Table 1. showing that all research instruments used to measure the variable compensation, career development, work motivation and job satisfaction have a correlation coefficient value with a total score of all statements greater than 0.30. This shows that all statements in the research instrument are valid and fit for use as a research instrument.

Table 2. Recapitulation of Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Information
Compensation	0.884	Reliable
Carrier Development	0.922	
Work motivation	0.891	Reliable
Job Satisfaction	0.872	Reliable

The results of the reliability test are presented in Table 2. shows that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability or reliability requirements so that data analysis can be continued.

Regression models will be more appropriate to use and produce more accurate calculations, if the following assumptions can be met. Classic assumption tests that must be met in simple linear regression analysis include the Normality Test, Multicollinearity Test and Heteroscedasticity Test.

This normality test aims to determine whether the residuals of the regression model are normally distributed or not. In this study, the normality test was carried out by testing the residual normality using the Kolmogorov-Smirnov test. If the probability of significance of the residual value is greater than 0.05, the data is said to be normally distributed, and vice versa. Based on the results of the data normality test, it was found that the Asymp.Sig (2-tailed) coefficient was 0.103 while the significant level used was 0.05. Because the coefficient of Asymp.Sig (2-tailed) is greater than α , it can be concluded that this structural model is normally distributed ($0.103 > 0.05$).

The result of the multicollinearity test states that the compensation variable is not multicollinearity. This can be seen from the level of tolerance for compensation, career development and job satisfaction of 0.341; 0.345; and 0.354 where the tolerance value is greater than 0.10, and the VIF value is 2.929; 2.899; and 2,824 < 10.00 . Meanwhile, the heteroscedasticity test results showed the Sig. the compensation variable is 0.060 greater than 0.05, the job satisfaction variable is 0.205 greater than 0.05 and the career development variable is 0.101 is greater than 0.05. It can be concluded that the three variables stated that there were no symptoms of heteroscedasticity.

Table 3. Results of Multiple Linear Regression Analysis for 1st Path

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	Std. Error	Beta		
1	(Constant)	0.872	0.330		2.645	0.010
	Compensation	0.363	0.100	0.434	3.621	0.001
	Carrier Development	0.420	0.100	0.422	3.516	0.001
a. Dependent Variable: Work Satisfaction R square: 0.646 Sig. F: 0.000						

The magnitude of the effect of compensation (X1) on the engagement of work motivation (Y) is 0.338 with a sig.t value ratio of 0.001 less than the significant value used ($0.001 < 0.05$). This figure shows that compensation has a positive and significant effect on work motivation. 33.8 percent, while the remaining 76.2 percent was influenced by other factors outside the model.

The magnitude of the influence of career development (X2) on work motivation (Y) is 0.401 with a sig.t value ratio of 0.000 less than the significant value used ($0.000 < 0.05$). This figure shows that career development has a positive and significant effect on work motivation by 40.1 percent, while the remaining 59.9 percent is influenced by other factors outside the model.

The magnitude of the effect of compensation (X1) on job satisfaction (Z) is 0.434 with a sig.t value comparison of 0.001 less than the significant value used ($0.001 < 0.05$). Compensation has a positive and significant effect on job satisfaction by 43.4 percent, while the remaining 56.6 percent is influenced by other factors outside the model.

The magnitude of the influence of career development (X2) on job satisfaction. (Z) is 0.422 with a sig.t value comparison of 0.001 more than the significant value used ($0.001 < 0.05$). This figure shows that career development has a positive and significant effect on job satisfaction by 42.2 percent, while the remaining 57.8 percent is influenced by other factors outside the model.

The amount of influence of job satisfaction (Z) on work motivation. (Y) is 0.238 with a sig.t value ratio of 0.018 more than the significant value used ($0.018 < 0.05$). This figure shows that career development has a positive and significant effect on job satisfaction by 23.8 percent, while the remaining 76.2 percent is influenced by other factors outside the model.

Table 3. Results of Multiple Linear Regression Analysis for 2nd Path

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	0.344	0.264		1.300	0.199
	Compensation	0.286	0.084	0.338	3.398	0.001
	Carrier Development	0.404	0.087	0.401	4.053	0.000
	Job Satisfaction	0.241	0.099	0.238	2.441	0.018
a. Dependent Variable: Work Motivation						
b. R square: 0.804						
c. Sig. F : 0.000						

The magnitude of the effect of compensation (X1) on the engagement of work motivation (Y) is 0.338 with a sig.t value ratio of 0.001 less than the significant value used ($0.001 < 0.05$). This figure shows that compensation has a positive and significant effect on work motivation. by 33.8 percent. This means that the higher the compensation received by the employee, the higher the employee's work motivation. The results of this study are similar to research by Heriati, et al., (2017), Negash et al., (2014), Rizal et al, (2014), Khan and Mufti (2012), Amir et al., (2012) and Kusuma and Al Musadieq (2017) who found that compensation has a positive and significant effect on employee work motivation.

The magnitude of the influence of career development (X2) on work motivation (Y) is 0.401 with a sig.t value ratio of 0.000 less than the significant value used ($0.000 < 0.05$). This figure shows that career development has a positive and significant effect on work motivation by 40.1 percent. This means that the higher the chance for career development, the employee's work motivation will also increase. These results support previous research conducted by Isyanto et al (2013) and Nugroho & Kunartinah (2012) which stated that career development has a positive and significant effect on work motivation.

The magnitude of the effect of compensation (X1) on job satisfaction (Z) is 0.434 with a sig.t value comparison of 0.001 less than the significant value used ($0.001 < 0.05$). Compensation has a positive and significant effect on job satisfaction by 43.4 percent. This means that the higher the compensation received by employees, the higher the level of employee job satisfaction. These results support previous research conducted by Supatmi (2013), Mahendrawan and Indrawati (2015), Dermawan, et al (2012), Widodo (2004) and Wati (2005) which prove that compensation has a significant effect on job satisfaction.

The magnitude of the influence of career development (X2) on job satisfaction. (Z) is 0.422 with a sig.t value comparison of 0.001 more than the significant value used ($0.001 < 0.05$). This figure shows that career development has a positive and significant effect on job satisfaction by 42.2 percent. This means that the higher the chance for career development, the job satisfaction of employees will also increase. These results support previous research conducted by Ekayadi (2009), and Nugroho and Kunartinah (2012) which revealed that career development has a positive and significant effect on employee job satisfaction.

The magnitude of the effect of job satisfaction (Z) on work motivation (Y) is 0.238 with a sig.t value comparison of 0.018 more than the significant value used ($0.018 < 0.05$). This figure shows that career development has a positive and significant effect on job satisfaction by 23.8 percent. This means that the more satisfied employees are with their work, the motivation to work harder. These results support previous research conducted by Suputra et al. (2016), Kusumaningsih, Baraba & Utami (2016), which states that the performance of labor skills has a significant positive impact on the motivation of labor.

From the calculation of the sobel test above, the z value is 1.971, because the z value obtained is $1.971 > 1.96$ with a significance level of 5%, it proves that job satisfaction is able to mediate the compensation variable on work motivation. This supports previous research conducted by Sudarno, Priyono, Dinda Sukmaningrum (2016), Ikmal Nur Muflih (2015) which states that job satisfaction is explained by work motivation and compensation variables. Likewise with Astuti and Sudarma (2013) which state that work motivation and compensation together have an effect on job satisfaction.

From the calculation of the sobel test above, the z value is 2.063, because the z value obtained is $2.063 > 1.96$ with a significance level of 5%, it proves that Job Satisfaction is able to mediate the Career Development variable on Work Motivation. This supports previous research conducted by Wijayanti (2017), Anggria P. (2014) and Haryani (2013) which states that career development through job satisfaction has a significant effect on work motivation.

V. CONCLUSION

Compensation has a positive and significant effect on employee engagement. These results indicate that the higher the compensation received by employees, the higher the employee's work motivation. Career development has a positive and significant effect on employee work motivation. These results indicate that the better the career development in the company will increase employee motivation. Compensation has a positive and significant effect on job satisfaction. These results indicate that the higher the compensation received by

employees, the higher the employee's job satisfaction. Career development has a positive and significant effect on job satisfaction. These results indicate that the higher the chance for career development, the employee job satisfaction will also increase. Job satisfaction has a positive and significant effect on work motivation. These results indicate that the more satisfied employees are with their work, the more motivation they will be to work harder. Job satisfaction is able to mediate the compensation variable on work motivation. These results indicate that employees who receive high compensation will be satisfied with their work and will be more motivated to work harder. Job satisfaction is able to mediate career development variables on work motivation. These results indicate that companies that pay attention to the career development of their employees will increase job satisfaction and employees will be more motivated to work better.

The number of respondents is only 62 employees and only from the Puri Saron Hotel environment, so the results of this study can only be applied in the Puri Saron Hotel environment and cannot be generalized to other companies. For future researchers, it is expected to conduct research with a wider scope such as conducting research in other sectors, adding other variables outside of this research, using different data analysis techniques and being able to add references to the variables to be studied.

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