



## The Effect of Financial Compensation, Job Stress, and Job Promotion on Employee Performance Through Job Satisfaction at PT. MNC Vision in Central Java

Ahmad Surkati Siregar<sup>✉</sup>, Heri Yanto, Fahrur Rozi

Universitas Negeri Semarang, Indonesia

### Article Info

Article History :  
Received July 2019  
Accepted August 2019  
Published December 2019

Keywords:  
financial compensation,  
job stress, job promotion,  
employee performance, job  
satisfaction

### Abstract

The purpose of this study is to examine the effect of financial compensation, job stress, and job promotion through job satisfaction at PT. MNC Vision in Central Java. The method used in this study is a quantitative method using path analysis. The total population in this study is 198 employees at PT. MNC Vision in Central Java which is located in 12 branch offices spreaded in Central Java. The results obtained in this study are financial compensation has a significant effect on employee performance, job promotion has a significance effect on job satisfaction, and job promotion has a significance effect on financial compensation. In addition, from this study also obtained results that job satisfaction and promotion do not have a significance effect on employee performance, while financial compensation and job stress also do not have a significance effect on job satisfaction. Besides, the result shows us that financial compensation and promotion do not have a significance effect on job stress.

© 2019 Universitas Negeri Semarang

<sup>✉</sup> Correspondence :  
Postgraduate Universitas Negeri Semarang  
Jalan Kelud Utara III No.37, Kota Semarang, Indonesia 50237  
E-mail: [gotigendut@gmail.com](mailto:gotigendut@gmail.com)

## INTRODUCTION

Financial The progress of technology which is in big strides is followed by the development of the era. It gives an effect to all fields so fast, including in the industrial world that has experienced very rapid development. However, human factors cannot be ruled out because human resources have an important role to play in the activity of operational company, that's why the human roles cannot be ignored. As a fact, human resources are the most valuable and important assets owned by the company because they act as plans and implementers in all activities carried out in the company (Utama, 2001).

Human resources have an important roles in a company, especially when it is compared to other resources. Through the potential possessed by humans, companies can achieve their intended success (Suwati, 2013). Thus, human resources can be mentioned to be a determining factor for the success of a company. For developing companies, the most problems faced are the low quality of human resources. It means as those are not qualified.

In upgrading the employee performance, many things can be done to achieve it, and also various kinds of strategies can be applied by the company. Therefore, they can achieve the company goals based on the planning. In order to the performance improvement strategy to succeed, the company needs to know the target performance. If it is grown from the employees' own, it will form a self-strength; otherwise, if the job environment situation supporting the achievement of performance will be easier (Mangkunegara, 2005). In the previous studies conducted by several writers (Bintoro, 2013; Naray, 2013; Afrida, 2014; Hamdan, 2014; and Samudra, 2014), they suggested that the results of the study in the form of financial compensation have positive and significance effects that are not only on job satisfaction and employee performance, but also on other variables such as job motivation. In the contrary with the results of the study conducted by Riyadi (2011), the study showed that financial compensation does not have a positive effect, and significantly influence to job motivation and also employee performance.

Therefore, it means that in human beings there is a need which in time will form the goals to be achieved and fulfilled. In order to achieve those goals, employee encouraged to carry out an activity known as job. In achieving success, leaders need to pay attention to the performance of their employees in all aspects. So that, the performance of each employee can be increased, it requires a driver or factor that can make a job performance of the employee be suitable with what is expected by the company. From the explanation above, it can be concluded in the general response of the employees as a result of perception of matters relating to the employee performance. In other words, it is based on job satisfaction will be obtained if there is a match between the expectations of employees, and the reality encountered and obtained from of which their working of.

The objectives of this study are as follows: (1) to describe and analyze the effect of financial compensation, job stress and job promotion on employees' job satisfaction at PT. MNC Vision in Central Java; (2) to describe and analyze the direct effect of financial compensation, job stress and job promotion on employee performance at PT. MNC Vision in Central Java; (3) to describe and analyze the effect of job satisfaction on employee performance at PT. MNC Vision in Central Java; (4) to describe and analyze whether job satisfaction is an intervening variable between the effect of financial compensation, job stress, and job promotion on employee performance at PT. MNC Vision in Central Java.

## RESEARCH METHOD

The method of this study used a quantitative approach because doing test in this study uses testing variables that emphasizes a testing theory through measuring variables with numbers and analyzing data using statistical procedures. This study uses path test analysis using the analysis of moment structures (AMOS) application. This application using computer program was chosen because it has the advantage of user-friendly graphical interfaces compared to other analysis programs (Ghozali, 2015: 29).

The number of population and sample of this study is the total number of operational

employees (non sales) at PT. MNC Vision in Central Java counting up to 198 employees spreaded accross in 12 branch offices throughout in Central Java.

The measurements of this study used the questionnaire method (questionnaire). The method used is a closed questionnaire method where the respondents are not given the chance to answer with their own words. Questionnaire of this study used a Likert scale with interval data 1 to 5. With this scale, it will facilitate the

calculation of the results of the questionnaire that has been filled in by the respondents.

Regarding to measure the variables, I used these steps as follows: after the questionnaire is filled in by the respondents, it will be checked the completeness. Then, the respondents will get the code number of the respondent on the questionnaire that has been received. After that, I quantified the respondents' answer with numbers. Later, creating a tabulation is the next process after obtaining the data.

## RESULTS AND DISCUSSION

### Descriptive Analysis

**Table 1.** Descriptive Analysis

Variables	Maximum Score	Calculation Result	Percentage (%)	Category
Financial Compensation	5.940	4.613	78	High
Job Stress	3.960	2.842	72	High
Job Promotion	10.890	8.655	79	High
Performance	7.920	6135	77	High
Job Satisfaction	6.930	5.441	78.5	High

Source: Primary Data Processed in 2019

Based on the table, it can be seen as overall that the variables mentioned such as financial compensation, job stress, job promotion, performance, and job satisfaction are able to be included to the high category.

### The Model Suitability Test

**Table 2.** RMR, GFI

Models	RMR	GFI	AGFI	PGFI
Default Model	0.187	0.998	0.968	0.067
Saturated Model	0.000	1.000		
Independence Model	2.148	0.760	0.640	0.507

Source: Output AMOS in 2019

**Table 3.** Baseline Comparison

Models	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default Model	0.992	0.918	1.000	0.995	1.000
Saturated Model	1.000		1.000		1.000
Independence Model	0.000	0.000	0.000	0.000	0.000

Source: Output AMOS in 2019

Talking about the table, it can be seen that the value of NFI is 0,992; the value of RFI is 0,918; the value of IFI is 1; and the value of TLI is 0,995. All values are above 0,9 even for an IFI value of 1; therefore, it can be concluded that the

Regarding to the table, it can help us to find out that GFI and AGFI are worth 0,998, and 0,968; then, those are very close to score 1. Therefore, it can be mentioned that the model of GFI and AGFI tests is stated as *fit* or good. In the RMR testing, the default model value shows the score 0,187 which is close to the score 0 (zero). It means that the model in RMR testing is stated as *fit* or good.

model of baseline comparison risen is stated as *fit* or good.

**Table 4.** RMSEA (The Root Mean Square Error of Approximation)

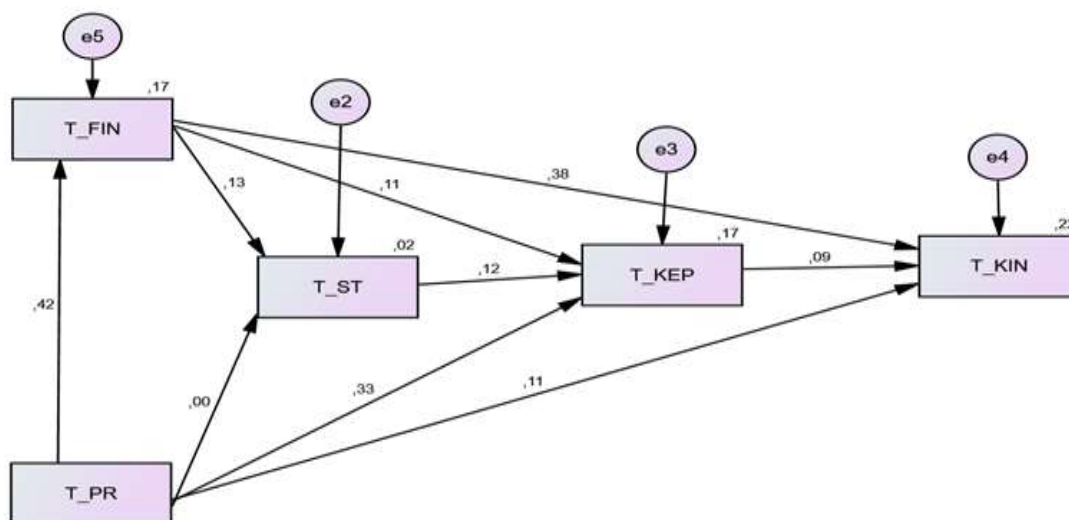
Models	RMSEA	LO 90	HI 90	PCLOSE
Default Model	0.992	0.918	1.000	0.995
Independence Model	0.000	0.000	0.000	0.000

Source: Output AMOS in 2019

In the table above, it can be seen that the value of RMSEA is  $0,017 < 0,08$ . It means that the model risen of this study is classified as *fit* or good.

**Path Analysis**

The data analysis used of this study is path analysis with the computer program of AMOS (Analysis of Moment Structures). Path analysis was chosen because this study uses an intervening variable namely job satisfaction. The indirect correlation will be more difficult to analyze if it uses multiple regression analysis. After the model identification process, the next step is to evaluate the estimated parameters among variables where the results are presented in the following figure.



**Figure 1.** Path Analysis Model

**The Hypothesis Test**

**Table 5.** The Summary of Hypothesis Testing Results

Hypothesis	Variabel	Estimate	Probability	Critical Ratio	Category
H1	There is an effect in job satisfaction on employee performance	0.086	0.210	1.254	Rejected
H2	There is an effect in job promotion on employee performance	0.113	0.121	1.551	Rejected
H3	There is an effect in financial compensation on employee performance	0.375	***	5.379	Accepted
H4	There is an effect in financial compensation on job satisfaction	0.110	0.127	1.526	Rejected
H5	There is an effect in job stress on job satisfaction	0.123	0.060	1.883	Rejected
H6	There is an effect in job promotion on job satisfaction	0.326	***	4.565	Accepted
H7	There is an effect in financial compensation on job stress	0.132	0.090	1.696	Rejected
H8	There is an effect in job promotion on job stress	-0.002	0.985	-0.019	Rejected
H9	There is an effect in job promotion on financial compensation	0.418	***	6.462	Accepted

Source: Primary Data Processed in 2019

In this case, I describe and discuss based on the theory and the previous studies as details the results of the table, from H1 to H9 in order to make it clear.

H1 testing states that there is a positive and significance effect in job satisfaction on employee performance; based on the program output of AMOS, the H1 result is rejected. It means that the job satisfaction does not have a significance effect in the employee performance at PT. MNC Vision in Central Java. The result of this study is different from the study conducted by Syafrizal (2018) who found that job satisfaction has a significance effect on the performance of teaching staff at the Lhokseumawe State Polytechnic. In line with the study conducted by Syafrizal, another study mentioned by Indrasari (2017) also found that job satisfaction has a positive and significance effect on teaching performance at the Bojonegoro State Community Academy. Besides, the study conducted by Archandar (2010), the study found a contribution in job satisfaction on job performance among employee of higher education institutions. Thus, it means that the result of Archandar is in line with the study conducted by Syafrizal and Indrasari.

After that, H2 testing states that there is a positive and significant effect in a chance for job promotion on employee performance; it shows us that H2 is rejected. The meaning of that sign, a chance for job promotion does not have a significant effect in employee performance at PT. MNC Vision in Central Java. The chance provided by companies to the employee actually becomes so important because it can make the employees feel motivated to give more performance to their works' results. This result of the study is in line with the results of other study conducted by Ardi (2016) who found that job promotion did not have a positive and significant effect in employee performance at the Rembang Regency Youth and Sports Tourism Agency. Even another study which is taken by Jayusman (2012) mentioned that job promotion did not have a significant effect on the employee performance of the Regional Secretariat Office of West Waringin Regency.

Then, H3 testing states that there is a positive and significant effect in financial compensation on employee performance; the table

shows us that H3 result was accepted. It means that the higher of financial compensation is received by employee, the higher of the performance is given by employee at PT. MNC Vision in Central Java. This statement is in line with the theory of Nitisemito (1992) which states that "the much earning obtained has an effect in the enthusiasm and enthusiasm of work." The greater earning obtained means the more fulfilled their needs. Thus, they will get a pleasure in carrying out their duties, so that their enthusiasm and enthusiasm can be expected."

The results of this study support the study conducted by Partono and Ira (2010) who mentioned there is a significant effect in compensation on the performance certified teachers of the state of senior high school in Magelang District. Besides, the study carried out by Masruroh and Partono (2012) states that there is a positive effect in compensation put with the economics teachers' performance of the state of senior high school in Brebes; the compensation is given either directly or indirectly. The result of this study is consistent with the result of other study conducted by Hidayati and Khafid (2015) who mentioned that compensation has a positive effect in the economics/ accounting teachers' performance of the state of senior high school throughout Tegal Regency. The study contained results that there is a partial effect in compensation on the village apparatus' performance in Sukorejo Subdistrict, Kendal Regency at 0,247 or giving contribution of 6,10%.

H4 testing states that there is a positive effect in financial compensation on job satisfaction of employee at PT. MNC Vision in Central Java, and the result of H4 is rejected. It means that financial compensation does not have a significant effect on job satisfaction of employee of PT. MNC Vision in Central Java. The result of this study is different from the study conducted by Muttaqien (2014) which mentions that financial compensation has a positive and significant effect in job satisfaction of employee at PT. BRI Tbk, Lumajang Branch. Other studies (Siregar, 2011; Bintoro, 2013; Haritsyah, 2013; Sari, 2014; and Putra, 2016) having a same theme mentioned that financial compensation had a positive and significant effect for job satisfaction of employee.

H5 testing states that there is a positive and significant effect in job stress on job satisfaction, the result of this hypothesis is rejected. It means that job stress does not have a significant effect in job satisfaction of employee at PT. MNC Vision in Central Java. In other study supporting this result is conducted by Noermijati (2015) who states that the job stress does not have a significant effect in job satisfaction of employee the company at PT. Jasa Marga Tbk, in Surabaya, Gempol Branch. In addition, a study conducted by Anwar (2015) supports the results of this study that mentioned job stress does not have a significant effect in job satisfaction on 10 insurance companies in Jakarta, Indonesia.

On the other hand, H6 testing states that job promotion has a positive and significant effect in job satisfaction of employee, different from the previous point, this result is accepted. It means that the higher of job promotion is, the higher of job satisfaction of employee is at PT. MNC Vision in Central Java. Slightly, job promotion is the transfer of employees from one position to another, then promotion is a process of moving employees from one position to another in a higher position which includes the increase of salaries, social stratus, allowance, facilities, responsibilities, duties, and authorities of an employee. Job promotion is to increase an authority and responsibility to higher positions in the organization; therefore, their rights, status, and earnings will be greater (Hasibuan, 2007). Regarding to Ardana (2012), there are several criteria that companies are needed to consider in promoting their employees such as seniority, education qualifications, work performances, initiatives and creativities, level of loyalties, honesties and flexibilities. The important thing that job promotion can increase job satisfaction of employee.

The study carried out by Minarsih (2009) at Pandanaran University Semarang is in line with the result of this study. It mentions that job promotion has a positive effect in job satisfaction and job promotion that makes a person compete healthier and always tries to be better. Job promotion makes someone have enthusiasm in doing job desk. Besides, Nugroho (2016) have a same opinion in his study that states there is a positive effect in job promotion on job satisfaction

at PT. Telkom Indonesia, South Bali Region. A similar study conducted by Setiawan (2013) also mentioned that job promotion by company management was able to improve job satisfaction for employee of Parigata Resort and Spa Sanur in Bali.

In addition, Saharuddin (2016) also in a same position, his study stated that job promotion had an effect of 30,8% on job satisfaction of employee at the Department of Energy and Mineral Resources in North Aceh District. The result of this study is consistent with the study conducted by Noorani (2013) that states a chance promotion has a positive and significant effect on job satisfaction of employee in Academics of High Public Institutions in Malaysia. This study is also consistent with the study from Butt (2007) that mentioned job promotion rise job satisfaction of employee for about 32% in the Pakistan Service Industry.

H7 testing states that there is a positive and significant effect in financial compensation on job stress, the result of H7 is rejected. It indicates that financial compensation does not have a significant effect in job stress of employee at PT. MNC Vision in Central Java. Awarding compensation is so important to employees for stimulating them to be able to do a job beyond what the company wants. In addition, compensation also functions as an award for employees who carry out a job that has been determined by the company's leadership. The causes of job stress are various such as too heavy job desk, urgent job time, low quality of job supervision, unhealthy job climate, inadequate job authority related to responsibilities, job conflicts, and different of values in employees with leaders who are frustrated at their jobs (Mangkunegara, 2009).

Furthermore, financial compensation is a thing that is so much awaited and expected by employees, either in the form of monthly salary received by the company on time, holiday allowances arranged by law and annual bonuses given by the company to employees deemed appropriate to accept it. Awarding a monthly salary that is right on time is expected to increase employees' enthusiasm to work diligently and also increase the sense of employees' loyalty to the company. The reason is there is a sense of employees' trust in the company that it will not

commit defaults or break promises by not paying their employees' monthly salary.

H8 testing states that there is a positive and significant effect in job promotion on job stress of employee at PT. MNC Vision in Central Java, the table shows us that the result of H8 is rejected. It means that job promotion does not have a significant effect in job stress of employee at the company. In a fact, job promotion is a thing that is highly expected by an employee because it is a form of appreciation from the company to employees who are considered loyal and deserving of their services and dedications during be active to work in the company.

For the last point, H9 testing states that there is a positive and significant effect in job promotion on financial compensation which shows us the H9 result is accepted. It indicates that the higher of chance is to get job promotion, the greater of financial compensation is going to be obtained by employee at PT. MNC Vision in Central Java. The fact, job promotion is a thing which is highly expected by employee. The cause is if the chance of promotion is opened by the company, it is able to make an employee to receive a greater financial compensation. Not only the monthly salary receive will increase, but also the annual bonus and holiday allowances will also increase, after obtaining a job promotion. Later, job promotion should be given by the company to employees with equal and equitable chances. It means that every employee has the right to receive every chance of job promotion which there is no distinction on it. Therefore, the employees will feel more appreciated because they get the same chances for getting job promotion.

## CONCLUSION

Based on the explanation in the previous point, I arrange some conclusions that: (1) financial compensation directly affects to the employee performance with a contribution value of 37,5%, and the rest of 62,5% is influenced by other variables out of this study; (2) job promotion has a direct effect on job satisfaction with an estimated value of 32,6% and the rest of 67,4 is influenced by other variables out of this study; (3) job promotion has a direct effect on financial compensation with an estimated value of 41,8%

and the rest of 58,2% is influenced by other variables out of this study.

## REFERENCES

- Archandar, T.A. 2010. Pengaruh Etika Kerja Terhadap Keterlibatan Kerja dan Implikasinya Terhadap Komitmen Kerja, Kepuasan Kerja dan Kinerja Pekerjaan Pada Karyawan Lembaga Pendidikan Tinggi. *Jurnal Manajemen dan Pemasaran Jasa*, 3.
- Ardi, R.P., dan Sukmasari, N. 2016. Pengaruh Disiplin Kerja, Promosi Jabatan dan Kompensasi Terhadap Kinerja Pegawai pada Dinas Kebudayaan Pariwisata Pemuda dan Olahraga Kabupaten Rembang. *EBBANK*, 7(2), 105-110.
- Butt, B.Z., Rehman, K.U., dan Safwan, N. 2007. A Study Measuring The Effect of Pay, Promotion and Training On Job Satisfaction In Pakistani Service Industry. *European Journal Of Social Science*, 5(3).
- Hidayati, N., dan Khafid, M. 2015. Pengaruh Motivasi Kerja, Kompensasi, dan Pengalaman Diklat Terhadap Kinerja Guru Ekonomi/ Akuntansi di SMA Negeri se-Kabupaten Tegal. *Economic Education Analysis Journal EEAJ*, 4(1).
- Mangkunegara, A.P. 2012. *Evaluasi Kinerja SDM*. Refika Aditama: Bandung.
- Masuroh, U., Thomas, P., dan Latifah, L. 2012. Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Guru Ekonomi SMA Negeri Brebes. *Economic Education Analysis Journal EEAJ*, 1(2).
- Minarsih, M.M. 2009. Pengaruh Penghargaan, Promosi Jabatan dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Di Universitas Pandanaran Semarang. *Value Added Majalah Eko Bis*, 6(1).
- Muttaqien, F. 2014. Pengaruh Kepemimpinan dan Kompensasi Terhadap Kepuasan Kerja Karyawan Outsourcing pada PT. BRI (Persero), Tbk. Cabang Lumajang. *Jurnal Wiga*, 4(1).
- Mustapha, N., dan Zakaria, Z.C. 2013. The Effect of Promotion Opportunity in Influencing Job Satisfaction Among Academics in Higher Public Institutions IN Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 3(3).
- Noermijati, dan Primasari, D. 2015. The Effect of Job Stress and Job Motivation on Employees Performance Through Job Satisfaction (A Study at PT. Jasa Marga (Persero) Tbk. Surabaya-Gempol Branch. *Journal of Economics, Business, And Accountancy Ventura*, 18(1), 231-240
- Nugraha, M.B.I., dan Surya, I.B.K. 2016. Pengaruh Kompensasi, Lingkungan Kerja dan Promosi

- Jabatan Terhadap Kepuasan Kerja. *E-Jurnal Manajemen UNUD*, 5(1), 59-87.
- Saharuddin, dan Sulaiman. 2016. The Effect of Promotion and Compensation Toward Working Productivity Through Job Satisfaction and Working Motivation of Employees in The Departement of Water And Mineral Resources Energy North Aceh District. *International Journal of Business and Mangement Invention*, 5(10), 33-40.
- Setiawan, I.W.O., dan Sriyathi, N.K. 2013. Pengaruh Kompensasi Finansial, Promosi Jabatan dan lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan pada Parigata Resort and Spa Sanur Bali. *E-Jurnal Manajemen Universitas Udayana*, 2(7).
- Partono, Nurmawati, dan Ira. 2010. Pengaruh Sertifikasi Guru Dalam Jabatan Melalui Penilaian Portofolio Terhadap Kinerja Guru Bersertifikat di SMA Negeri Kabupaten Magelang (Kompensasi Sebagai Variabel Intervening). *Jurnal Pendidikan Ekonomi Dinamika Pendidikan*, 5(1).
- Utama, M., Mujiati, N.W., dan Ardana, K. 2001. *Manajemen Sumber Daya Manusia, Buku Ajar Fakultas Ekonomi Universitas Udayana*. Universitas UDAYANA: Denpasar.