

# The Relationship between Compensation and Job Satisfaction

Nurin Zafirah Mohammad Amiruddin<sup>1</sup>, Shazaitul Azreen Rodzalan<sup>1\*</sup>

<sup>1</sup> Department of Management and Technology, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, 86400 Batu Pahat, Johor. MALAYSIA

\*Corresponding Author: [shazaitul@uthm.edu.my](mailto:shazaitul@uthm.edu.my)

DOI: <https://doi.org/10.30880/rmtb.2024.05.01.013>

## Article Info

Received: 31 March 2024

Accepted: 30 April 2024

Available online: 30 June 2024

## Keywords

Job satisfaction, compensation, manufacturing

## Abstract

The intensifying economic competition makes every organization strive to increase its competitiveness in order to sustain in business environment. The success of an organization depends on the job satisfaction of the employees in the organization. However, job dissatisfaction occurs due to the salary received. Therefore, compensation is considered as something that can make employees satisfied with their jobs. This study aims to identify the level of compensation as well as the level of job satisfaction among manufacturing employees. In addition, this study also aims to identify the relationship between compensation and job satisfaction. Quantitative methods using questionnaires and Maslow's Hierarchy of Needs were used in this study. The questionnaire is divided into three sections; Section A (demographic), Section B (compensation), and Section C (job satisfaction). Primary data was distributed to a total sample of 375 employees in manufacturing companies in Johor Bahru. SPSS software was used to analyze the respondents' data. The results showed that the compensation that manufacturing employees received satisfied them. This study supports the hypothesis that there is a positive relationship between compensation and job satisfaction among manufacturing employees. This study benefit employees; if salaries are paid appropriately, employees will continue to meet the next level of need. This study can also help superiors to improve compensation strategies in accordance with employee satisfaction. In addition, the government should plan a compensation package as employees play an important role in driving the Malaysian economy.

## 1. Introduction

Job satisfaction is a positive feeling or emotion towards work that employees receive based on their experience. Job satisfaction is an individual's perception of something he does (Faramarzpour *et al.*, 2011). In other words, when a person is satisfied with their work, they tend to represent the organization with its commitment. Job satisfaction is defined as an employee's sense of accomplishment and success in the job. It is also related to productivity and personal well-being. Job satisfaction is by doing a job without feeling burdened, being able to do it in good condition, and being appreciated for the effort. It shows how enthusiastic and happy a person is towards his work (Kaliski, 2007).

Compensation is a significant factor in determining an employee's level of job satisfaction. Compensation is also very important to employees and individuals as a whole. Compensation is important to the success or failure of an organization. Compensation is driven by policy, structure, employee involvement in the

organization (Kang & Lee, 2021). Compensation is a set sum of money paid by an employer to an employee in exchange for productive labor done (Heathfield, 2012).

Manufacturing sector is one of the sectors that contribute to the development of the Malaysian economy. Sectors that also contribute to the Malaysian economy are the services sector, agriculture sector, and construction sector. The manufacturing sector is associated with production that uses machinery, equipment, raw materials, and labor. This proves when Malaysia is heavily dependent on electronics, electrical machinery and appliances; chemicals and plastics; and petroleum products for production and export to Singapore, China, the EU, the United States, and (Yusoff & Salleh, 2017). The rapid growth of this sector results in high employment opportunities (Samsi *et al.*, 2018). The increasing rate of manufacturing sector employees causes employers to pay attention to employees' needs to make sure they are satisfied with their jobs (Varshney, 2019).

Job satisfaction should be an important focus by employers because employees are the main factor that determines the performance of an organization. A survey found that 46% of Malaysian employees are dissatisfied with their jobs (Hays Asia, 2020). This proves that Malaysia ranks highest in terms of dissatisfaction among several Asian countries like China, Hong Kong, Japan, and Singapore due to the salaries received by Malaysian employees. Past studies have shown that dissatisfaction in work makes employees unable to perform their jobs well, and this makes employees withdraw from their jobs (Loh *et al.*, 2019). This dissatisfaction drives employees to complain about various things. Insufficient salary, too much work, co-workers who aren't 'as good as', a leader who is only good at directing, or an uncondusive work environment are some of the elements in the workplace that cause some people to feel dissatisfied being in the workplace. Job dissatisfaction occurs due to conditions at work, interpersonal relationships, and problems in personal life; without these, employees aren't motivated to do their jobs (Thant & Chang, 2020).

Manufacturing employees are dissatisfied with their management because their salaries or compensation do not being paid. They did not get any explanation on this matter from their management. Compensation does significantly affect job satisfaction. Employers who pay attention to this issue make employees eager to continue to serve the organization, and also motivate employees to remain committed to their work (Chongyu, 2021). Job satisfaction among employees is important for organizations to be able to retain employees in the organization by meeting their satisfaction needs (Khaira & Shariff, 2021). To date, there is less research related to the problem of compensation and job satisfaction in the manufacturing sector in Malaysia. Therefore, the researcher chose to conduct a study related to compensation and job satisfaction among manufacturing employees around Johor Bahru, Johor. Specifically, this study aims to determine the level of compensation among manufacturing employees, to determine the level of job satisfaction among manufacturing employees and to investigate the relationship between compensation and job satisfaction among manufacturing employees.

## 2. Literature Review

Job satisfaction improves a person's well-being, reduces fatigue, greater work engagement and attention can be given better if a person has a good perception of their job (Molina-Hernández, 2021). Employees who live in a good environment show a positive side with the people around them, especially their co-workers (de Oliveira Vasconcelos Filho, 2016). Career development causes employees to be dissatisfied in turn intending to leave the organization. Employees showed interest in developing their future careers but employers didn't take note of this. Career development can keep employees in the organization but employers have to incur costs for it (Chin, 2018).

### 2.1 Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction with a job, which acts as a motivation to work. Job satisfaction represents positive feelings while job dissatisfaction represents the negative feelings employees have towards what they work for (Davis & Nestrom, 1985). Job satisfaction also represents the extent to which expectations of satisfaction and actual satisfaction are achieved. Job satisfaction is a complex concept and carries different meanings for different people, job satisfaction is basically individual in nature. Job satisfaction is usually associated with motivation, but satisfaction is not the same as motivation. Job satisfaction is more to one's attitude and inner state. Job satisfaction can be linked to feelings of personal accomplishment. When employees are satisfied, they tend to be more concerned with the quality of their work, they are more committed to the organization, they have higher retention rates, and they are generally more productive (Mullins, 2005). Job satisfaction is often associated with employee behavior in the workplace. Employee behavior in an organization does not necessarily provide satisfaction to employees. There are other factors related to this such as compensation that need to be considered (Iqbal *et al.*, 2017).

#### 2.1.1 Theories of Job Satisfaction

Several theories have been used to explain human motivation such as Herzberg's Motivation-Hygiene Theory (Herzberg, 1959); Expectancy Theory (Vroom, 1964); and Maslow's Hierarchy of Needs (Maslow, 1970). These theories have been used to understand the behavioral factors that lead to job satisfaction. Therefore, Maslow's Needs Hierarchy Theory was chosen in this study because it is suitable for studying the relationship between compensation and job satisfaction. This theory relates if manufacturing employees are rewarded to satisfy their needs leads to high job satisfaction in manufacturing companies in Johor Bahru, Johor.

### 2.1.2 Past Studies of Job Satisfaction

Based on a study by (Nemteanu & Dabija, 2021), they found that internal marketing greatly affects job satisfaction, and also affects job performance and unproductive work behavior. Job satisfaction drives job performance and contributes to the reduction of unproductive work behaviors. In another study by (Cheremisova *et al.*, 2020), employees with a high level of commitment are satisfied with self and social needs. This study examines the relationship between the structural characteristics of the motivation of employees of production enterprises, depending on their level of organizational commitment. Employees who value reward systems, conducive work environments, trusting relationships with coworkers, and physical, emotional, and psychological attachment are more willing to make efforts in the interests of the organization while demonstrating a strong desire to remain committed to the organization. Job satisfaction has a substantial beneficial influence on employee work engagement and psychological connection, as well as their decision to remain in the employment organization, according to research findings (Mitonga-Monga, 2019).

## 2.2 Compensation

Compensation needs to be considered as it contributes to employee job satisfaction. Compensation is considered important for employers and employees to convince employees to continue working in the organization. Employees tend to relocate or quit work or go on strike if compensation is not paid properly. Satisfactory compensation will instill employee trust in employers and organizations (Pertiwi & Supartha, 2021). When an organization offers the best compensation to employees, then employees will get job satisfaction in the organization, in turn, they are motivated to equally improve organizational performance (Syahreza *et al.*, 2017). The following are the components of compensation that will be used in this study.

### 2.2.1 Financial Rewards

Salaries, job bonuses, and fringe perks are examples of financial rewards that one can obtain from a job. Employee benefits represented in monetary terms, such as sick pay, insurance, company cars, and other "perks," may also be included. Employees will be more satisfied with their jobs and perform better as a result of these incentives. According to (Maslow, 1970), financial rewards have a stronger influence on employees' organizational loyalty since they can afford to meet their basic requirements. A pay system for employees is required in order to administer financial rewards for their dedication to the profession. This entails a pay scale and job hierarchy, as well as shift pay, which compensates employees who work irregular or shifting hours for the problems they encounter (Gelard & Rezaei, 2016).

### 2.2.2 Non-Financial Rewards

Increased responsibilities, promotions, acclaims, and public recognitions are examples of non-financial rewards that impact people. Rewarding people entails more than just giving them money. It motivates them to put in extra work by negotiating a settlement that covers a wide range of issues. Non-financial rewards are necessary for firms to keep employees' efforts and minds focused on the job (Gelard & Rezaei, 2016).

### 2.2.3 Past Studies on Compensation

Moderate compensation practices reduce employee relations and employee retention. Such practices allow employees to leave the organization due to dissatisfaction with the rewards provided. Therefore, employers are advised to provide compensation commensurate with the job to ensure the involvement and voice of employees are taken into account. This method is able to make employees continue with the organization in improving organizational performance (Khalid & Nawab, 2018). A study by (Jagsi *et al.*, 2016) found that compensation differences between the sexes persist even when the jobs performed are the same. The traditional norm of the division of labor by gender assumes that women continue to be burdened with greater responsibilities and impact the profession causing women to tend not to be taken on full call. Moreover, women's failure to negotiate as aggressively as men result in women being less compensated. (Cambon & Yzerbyt, 2018) discovered that compensation based on status disparities created a contrasting impression, with low-status groups viewing compensation as a method to boost self-esteem and high-status groups viewing compensation as a method to

look non-discriminatory in keeping with current standards. Therefore, the researcher agrees that compensation is important in ensuring that these two groups do not feel valued by the organization.

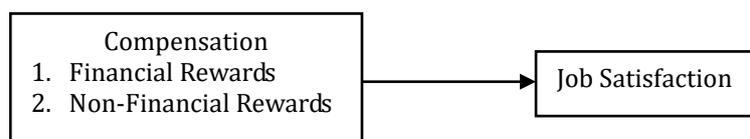
## 2.3 Relationship between Compensation and Job Satisfaction

Past studies have shown compensation towards job satisfaction is related to situational leadership and employee performance (Setyorini *et al.*, 2018). Furthermore, there are past studies between compensation and job satisfaction related to job motivation (Gelard & Rezaei, 2016), environment and discipline (Saputra *et al.*, 2018), and employee productivity (Fajarto *et al.*, 2019). Compensation towards job satisfaction is closely linked to job insecurity and turnover intention. Past studies have shown that if the compensation received is high, the turnover intention rate decreases (Brahmannanda & Dewi, 2020). Based on past studies, if employees do not get a clear picture of their careers, they tend to move to other organizations (Vizano *et al.*, 2021). Based on the review from past studies, this study hypothesized that:

H1: There is a positive relationship between compensation and job satisfaction.

## 2.4 Conceptual Framework

Conceptual framework aims to show independent variables and dependent variables in this research. Independent variable is compensation which consists of financial rewards and non-financial rewards as the components of compensation and dependent variable is job satisfaction in this study.



**Fig. 1** Conceptual Framework

## 3. Methodology

Research methodology is a process that connects research questions with data and it is basic planning that includes research design, research instrument, data collection methods, and data analysis methods.

### 3.1 Research Design

Descriptive research will be used to study the level of job satisfaction among manufacturing employees. The relationship between compensation and job satisfaction among manufacturing is also studied in this design. Quantitative research will be used because this method is fast and covers a wide range of situations.

### 3.2 Population and Sampling

The population of this study are among manufacturing employees in Johor. To attain the objectives, the data will be collected randomly by simple random sampling from manufacturing companies around Johor Bahru, Johor with population of 15,934 employees. Therefore, a minimum of 375 respondents as sample size is required. Krejcie Morgan's work schedule will be used to determine the sample in this study.

### 3.3 Research Instrument

The research will use quantitative method with questionnaires as research instrument. The questionnaire will be divided into three sections which are Section A, Section B, and Section C. Section A consists of the demographic of the respondents such as gender, age, ethnicity, working experience, and income level. Section B consists of compensation questions adopted from (Gelard & Rezaei, 2016). Section C consists of job satisfaction questions adopted from (Macdonald, 1997). The questions will ask respondents to rate themselves using 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### 3.4 Data Collection

This study will collect both primary and secondary data, which will be used to address the hypothesis and research questions. Primary data is data obtained directly from the respondents; data comes from the original and first source. Sources of information from the primary data will be collected through questionnaires. While secondary data is data that is already available. Secondary data is easy to find and obtain because it is already available in libraries, internet searchers, journals, articles, and so on. Secondary data is more in the form of notes that have been booked or in the form of reports.

## 4. Data Analysis

Data analysis will participate in this research to identify research findings and to determine whether this research will meet the objectives of the research. Data collection from primary sources that became the questionnaire will be analyzed using descriptive analysis and correlation analysis methods.

### 4.1 Descriptive Analysis

Descriptive analysis was used to look at the percentages and mean values of values and frequencies. In this study, the researcher used descriptive analysis related to knowing how to obtain population information from the sample. The statistical analysis method that used to analyze the data for this study is the use of SPSS software. Further, the research can make an explanation of the policy outcomes and data information from the percentages and means for the research.

### 4.2 Correlation Analysis

Correlation analysis is used to identify relationships between variables. In this study, the researcher will use correlation analysis in relation to knowing how to measure the extent of compatibility between variables. There are two correlation coefficients used to measure the level of correlation. The most common of these is the Pearson correlation coefficient, which is sensitive only to linear relationships between two variables while the Spearman correlation coefficient is more sensitive to nonlinear relationships.

## 5. Results and Discussion

The respondents of this study are manufacturing employees. There are 15,934 employees working in manufacturing companies around Johor Bahru. According to Krejcie and Morgan's table (Krejcie & Morgan, 1970), at least 375 respondents are required. A total of 375 questionnaires were distributed. However, only 211 respondents provided feedback. Therefore, the reaction rate for this study is 56%.

### 5.1 Respondent Demographics

There are five demographic questions, namely gender, age, ethnicity, working experience, and income level. Respondent demographics were analysed and discussed using frequency and percentage. Based on the result that shown in Table 1, there are 211 respondents who take part in this study. Most of the respondents are female (51.2%). Majority of the respondents are between 18 and 27 years old (44.1%) and ethnic Chinese had the highest percentage (37.9%). While for working experience shows that most of the respondents have working experience in between 0 and 5 years (41.7%). Income level shows that 40.3% of the respondents have an income level in the range of RM 1,001 to RM 3,000.

**Table 1** Respondents demographic

	Demographic	Frequency (f)	Percentage (%)
Gender	Male	103	48.8
	Female	108	51.2
Age	18 – 27 years old	93	44.1
	28 – 37 years old	70	33.2
	38 – 47 years old	30	14.2
	48 years old and above	18	8.5
Ethnicity	Malay	77	36.5
	Chinese	80	37.9
	Indian	43	20.4
	Iban	7	3.3
	Melanau	4	1.9
Working experience	0 – 5 years	88	41.7

	6 – 10 years	71	33.6
	11 – 15 years	33	15.6
	16 years and above	19	9.0
Income level	RM1,000 and below	51	24.2
	RM1,001 – RM3,000	85	40.3
	RM3,001 – RM5,000	52	24.6
	RM5,000 and above	23	10.9

### 5.2 Financial Rewards

Table 2 shows the mean and standard deviation for financial rewards. FR1 shows the highest mean value for financial rewards with a mean value of 3.85 while FR12 has the lowest mean value with a mean value of 2.62. For standard deviation, FR11 has the highest standard deviation value for financial rewards with a standard deviation value of 1.403 while FR2 has the lowest standard deviation value with a standard deviation value of 1.013.

**Table 2** Mean and standard deviation for financial rewards

Label	Statement	Mean ( $\mu$ )	Standard Deviation ( $\sigma$ )
FR1	I get my salary on time.	3.85	1.153
FR2	I receive a good salary.	3.63	1.013
FR3	I receive a salary that tallies with my qualifications.	3.54	1.126
FR4	I am happy with the salary structure.	3.40	1.097
FR5	I get a pay increment every year.	3.33	1.205
FR6	I always receive bonus from the superior.	3.09	1.270
FR7	I share the profits generated from company projects.	2.90	1.125
FR8	I able to uplift my welfare through projects held in the workplace.	3.06	1.056
FR9	I am paid for extra time worked.	3.48	1.240
FR10	I get medical allowances from company whenever I am sick.	3.25	1.290
FR11	I receive transport allowances every month.	2.80	1.403
FR12	I am paid an accommodation allowance every month.	2.62	1.298
	Overall mean	3.24	0.842

### 5.3 Non-Financial Rewards

Table 3 shows the mean and standard deviation for non-financial rewards. NFR2 shows the highest mean value for non-financial rewards with a mean value of 3.82 while NFR8 has the lowest mean value with a mean value of 2.68. For standard deviation, NFR10 has the highest standard deviation value for non-financial rewards with a standard deviation value of 1.271 while NFR2 has the lowest standard deviation value with a standard deviation value of 0.889.

**Table 3** Mean and standard deviation for non-financial rewards

Label	Statement	Mean ( $\mu$ )	Standard Deviation ( $\sigma$ )
-------	-----------	----------------	---------------------------------

NFR1	I am always praised for any good work I do at the workplace.	3.65	1.047
NFR2	I work in good physical working conditions at the workplace.	3.82	0.889
NFR3	I get superior's recognition for the good work I do.	3.65	0.961
NFR4	I receive appropriate gifts from the superior for the good work I do.	3.31	1.107
NFR5	I have been recognised by the superior.	3.62	1.004
NFR6	I expect a promotion anytime this year.	3.16	1.146
NFR7	I get an appreciation for the extra responsibilities I hold at the workplace.	3.49	1.007
NFR8	I have been provided with accommodation by the company.	2.68	1.230
NFR9	I have been provided with means of transport to and from the workplace every day by the company.	2.79	1.259
NFR10	I have been provided with medical treatment by the company.	2.94	1.271
NFR11	I get leave whenever I have a serious problem.	3.71	1.081
NFR12	My superior attends to my social and professional problems.	3.29	1.018
	Overall mean	3.34	0.724

## 5.4 Job Satisfaction

Table 4 shows the mean and standard deviation for job satisfaction. JS1 shows the highest mean value for job satisfaction with a mean value of 4.00 while JS9 has the lowest mean value with a mean value of 3.48. For standard deviation, JS9 has the highest standard deviation value for job satisfaction with a standard deviation value of 1.006 while JS6 has the lowest standard deviation value with a standard deviation value of 0.737.

**Table 4** Mean and standard deviation for job satisfaction

Label	Statement	Mean ( $\mu$ )	Standard Deviation ( $\sigma$ )
JS1	I receive recognition for a job well done.	4.00	0.834
JS2	I feel close to the people at work.	3.94	0.793
JS3	I feel good about working at the company.	3.90	0.796
JS4	I feel secure about my job.	3.79	0.801
JS5	I feel good about my job.	3.91	0.760
JS6	I believe superior is concerned about me.	3.70	0.737
JS7	I get along with my superior.	3.85	0.760
JS8	I believe work is good for my physical health.	3.78	0.885
JS9	My salaries are good.	3.48	1.006
JS10	All my talents and skills are used at work.	3.75	0.876
	Overall mean	3.81	0.547

## 5.5 Correlation Analysis

Based on the Table 5, financial rewards are 0.572 correlated with job satisfaction. It indicates that the relationship between financial rewards and job satisfaction are interrelated with positive value of the correlation coefficient. According to Pearson correlation, it considered as moderate strength of correlation coefficient since 0.572 is fall under the range of 0.40 to 0.59. Hence, there is a moderate relationship between financial rewards and job satisfaction. While non-financial rewards are 0.610 correlated with job satisfaction. It indicates that the relationship between non-financial rewards and job satisfaction are interrelated with positive value of the correlation coefficient. According to Pearson correlation, it considered as high strength of correlation coefficient since 0.610 is fall under the range of 0.60 to 0.79. Hence, there is a strong relationship between non-financial rewards and job satisfaction.

**Table 5** *Correlation analysis*

Job Satisfaction	Financial Rewards	Non-Financial Rewards
Pearson Correlation	0.572	0.610
p-value	0.000	0.000
N	211	211

## 6. Conclusion

This chapter covers in detail the findings and conclusions of previous researchers by commenting on the results of the analysis for each research instrument used. This chapter has also suggested that this study be a reference to the organization, individual, or researcher who will come and then draw conclusions for the entire study conducted.

### 6.1 Discussion on Compensation Level

The first objective of this study was to determine the level of compensation among manufacturing employees. Based on the findings, non-financial rewards had received the highest mean (overall) which is 3.34 among the items of compensation. It shows that non-financial rewards become important rewards in fact it becomes the reasons why employees are satisfied with their job.

### 6.2 Discussion on Job Satisfaction Level

The second objective of the study was to determine the level of job satisfaction among manufacturing employees. Based on the findings, job satisfaction is found to have a high level of tendency with a mean value of 3.81. The result shows that manufacturing employees in Johor Bahru have a high degree of job satisfaction.

### 6.3 Discussion on Relationship between Compensation and Job Satisfaction

The relationship between these two variables is explained through a hypothesis namely 'There is a positive relationship between compensation and job satisfaction'. In this study conducted, the hypothesis was clearly answered and accepted that there is a positive relationship between the two variables with a value of  $r = 0.626$  where it is at a high level of relationship, and this is based on the Pearson correlation coefficient table.

### 6.4 Conclusion

Based on the overall findings of this study, it is possible to conclude that non-financial rewards have become key rewards, and in fact, are one of the reasons why employees are satisfied with their jobs. Furthermore, the results of this study clearly suggest that there is a relationship between compensation and job satisfaction. This demonstrates that, despite the fact that the relationship appears straightforward, it has an impact on job satisfaction among manufacturing employees. The researcher suggests that future researcher to conduct advanced studies that combine quantitative and qualitative research methods such as conducting interviews with respondents or observation methods in the workplace. This study can be used in future with same and some other combinations of variables to have more accurate and specific results.

## Acknowledgement

The authors would like to thank the Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia for its support.

## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** N.Z.M.A. and S.A.R.; **data collection:** N.Z.M.A.; **analysis and interpretation of results:** N.Z.M.A.; **draft manuscript preparation:** N.Z.M.A. and S.A.R. All authors reviewed the results and approved the final version of the manuscript.

## References

- Brahmannanda, S., & Dewi, I. M. (2020). Work insecurity and compensation on turnover intention mediated by the job satisfaction of employees. *International research journal of management, IT and social sciences*, 7(5), 89-98.
- Cambon, L., & Yzerbyt, V. Y. (2018). Two routes toward compensation: An investigation into the mechanisms of compensation for high- and low-status groups. *Journal of Experimental Social Psychology*, 77, 24-35. doi: 10.1016/j.jesp.2018.04.002
- Cheremisova, I., Suvorova, O., & Sorokoumova, S. (2020). Employee motivational structure as a factor of organizational commitment. *E3S Web of Conferences*, 210(2), 1-8, <https://doi.org/10.1051/e3sconf/202021018080>
- Chin, C. L. (2018). The influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia. *Journal of Arts & Social Sciences*, 1(2), 53-63.
- Chongyu, L. (2021). The influence of work salary and working hours on employee job satisfaction. In *E3S Web of Conferences* (Vol. 253, p. 02078). EDP Sciences.
- Davis, K. and Nestrom, J.W. (1985). *Human Behavior at work: Organizational Behavior*, 7 editions, McGraw Hill, New York, p.109
- de Oliveira Vasconcelos Filho, P., de Souza, M. R., Elias, P. E. M., & Viana, A. L. D. Á. (2016). Physicians' job satisfaction and motivation in a public academic hospital. *Human resources for health*, 14(1), 1-11.
- Fajarto, S. P., Aima, M. H., & Karsono, B. (2019). The Effect of Compensation and Job Satisfaction on Increasing Productivity of Asuransi Jasindo Head Office Employees Mediated by Motivation Variable. *International Journal of Innovative Science and Research Technology*, 4(7), 100-113.
- Faramarzpour, M., Farokhzadian, J., Targari, B., Shahrbabaki, P. M., Borhani, F., & Rafati, F. (2021). Nurses' perceptions of hospital ethical climate and their job satisfaction. *Ethics, Medicine and Public Health*, 18, 1-8, <https://doi.org/10.1016/j.jemep.2021.100664>
- Gelard, P., & Rezaei, S. (2016). The relationship between job motivation, compensation satisfaction and job satisfaction in employees of tax administration—a case study in Tehran. *Asian Social Science*, 12(2), 165-171.
- Hays Asia. (2020). *The 2020 Hays Asia Salary Guide: Survey Findings*, 1-116.
- Heathfield, S.M. (2012). *Salary*. Retrieved on March 31, 2024, from <http://humanresources.about.com/od/glossarys/g/salary.htm>
- Herzberg, F., Mausner, B. and Snyderman, B. (1959). *The Motivation to Work*. New York, NY: Wiley.
- Iqbal S, Guohao L, & Akhtar S (2017) Effects of Job Organizational Culture, Benefits, Salary on Job Satisfaction Ultimately Affecting Employee Retention. *Review Pub Administration Management*, 5(3), 1-17, doi:10.4172/2315-7844.1000229
- Jagsi, R., Biga, C., Poppas, A., Rodgers, G. P., Walsh, M. N., White, P. J., Mckendry, C., Sasson, J., Schulte, P. J., & Douglas, P. S. (2016). Work Activities and Compensation of Male and Female Cardiologists. *Journal of the American College of Cardiology*, 67(5), 542-544.
- Kaliski, B. S. (2007). *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit, p. 446
- Kang, E., & Lee, H. (2021). Employee Compensation Strategy as Sustainable Competitive Advantage for HR Education Practitioners. *Sustainability*, 13(3), 1-23.
- Khaira, N. A. I., & Shariff, N. S. M. (2021). Determinants of Employee Job Satisfaction in Malaysia. *Asian Journal of Research in Business and Management*, 3(1), 104-108.

- Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8(4), 2158244018810067.
- Krejcie, R. V. and Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and*
- Loh, J. M. I., Thorsteinsson, E. B., & Loi, N. M. (2019). Workplace incivility and work outcomes: cross - cultural comparison between Australian and Singaporean employees. *Asia Pacific Journal of Human Resources*, 1-25, doi:10.1111/1744-7941.12233
- Macdonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale: Scale development and its correlates. *Employee Assistance Quarterly*, 13(2), 1-16. [https://doi.org/10.1300/J022v13n02\\_01](https://doi.org/10.1300/J022v13n02_01)
- Maslow, A. H. (1970). *Motivation and personality*. New York: Harper & Row.
- Mitonga-Monga, J. (2019). Fostering employee commitment through work engagement: The moderating effect of job satisfaction in a developing-country setting. *Journal of Psychology in Africa*, 29(6), 546-555. doi:10.1080/14330237.2019.1665902
- Molina-Hernández, J., Fernández-Estevan, L., Montero, J., & González-García, L. (2021). Work environment, job satisfaction and burnout among Spanish dentists: a cross-sectional study. *BMC oral health*, 21(1), 1-10.
- Mullins, J.L. (2005). *Management and organizational behavior*, Seventh Edition, Pearson Education Limited, Essex, p. 700
- Nemteanu, M.-S., & Dabija, D.-C. (2021). The Influence of Internal Marketing and Job Satisfaction on Task Performance and Counterproductive Work Behavior in an Emerging Market during the COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, 18(7), 1-16, <https://doi.org/10.3390/ijerph18073670>
- Pertiwi, N. K. A. Y., & Supartha, I. W. G. (2021). The effect of compensation and organizational commitment on employee satisfaction and retention. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 1(3), 333-342.
- Psychological Measurement*. 30(3), 607-610.
- Samsi, A., Samsuddin, S. N. F., Abdullah, N., Maamor, S., Abdullah, H., & Nayan, S. (2018). Job creation patterns in the Malaysian manufacturing sector: does technology matter? *Industrial Engineering*, 9(8), 1628-1638.
- Saputra, P., Sudiro, A., & Irawanto, D. W. (2018). Job satisfaction in compensation, environment, discipline, and performance: evidence from Indonesia higher education. *MEC-J (Management and Economics Journal)*, 2(3), 217-236.
- Setyorini, R. W., Yuesti, A., & Landra, N. (2018). The Effect of Situational Leadership Style and Compensation to Employee Performance with Job Satisfaction as Intervening Variable at PT Bank Rakyat Indonesia (Persero), Tbk Denpasar Branch. *International Journal of Contemporary Research and Review*, 9(08), 20974-20985. <https://doi.org/10.15520/ijcrr/2018/9/08/570>
- Syahreza, D. S., Lumbanraja, P., Dalimunthe, R. F., & Absah, Y. (2017). Compensation, employee performance, and mediating role of retention: A study of differential semantic scales. *European Research Studies Journal*, XX(4A), 151-159, 10.35808/ersj/825
- Thant, Z. M., & Chang, Y. (2020). Determinants of Public Employee Job Satisfaction in Myanmar: Focus on Herzberg's Two Factor Theory. *Public Organization Review*, 21(1), 157-175, doi:10.1007/s11115-020-00481-6
- Varshney, D. (2019). Employees' job involvement and satisfaction in a learning organization: A study in India's manufacturing sector. *Global Business and Organizational Excellence*. doi:10.1002/joe.21983
- Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The Effect of Compensation and Career on Turnover Intention: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 8(1), 471-478.
- Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99
- Yusoff, M. B., & Salleh, S. N. S. (2017). Labor Employment in the Manufacturing Sector of Malaysia. *International Journal of Economics and Financial Management*, II, 59-66.