

The Effect of Position Promotion and Compensation on Employee Job Satisfaction Study in PT. TK Industrial Indonesia (PT. Taekwang Subang)

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ABSTRAK

Tujuan penelitian ini untuk menginvestigasi bagaimana pengaruh promosi jabatan dan kompensasi kerja terhadap kepuasan kerja. Metode penelitian ini adalah kuantitatif, dengan menggunakan deskriptif verifikatif. Metode sampling dalam penelitian ini menggunakan random sampling, dengan jumlah sampel sebanyak 100 orang karyawan PT. Taekwang Subang. Pengumpulan data dilaksanakan dengan melakukan survei menggunakan kuesioner. Hasil penelitian menunjukkan bahwa terdapat pengaruh secara parsial atau simultan yang menyatakan bahwa promosi jabatan dan kompensasi berpengaruh terhadap kepuasan kerja karyawan PT. TK Industrial Indonesia. Promosi jabatan dapat meningkatkan motivasi dan keterlibatan karyawan serta memberikan pengakuan atas prestasi mereka, namun dapat menimbulkan ketidakpuasan jika proses seleksi tidak adil atau transparan. Sementara itu, kompensasi yang adil dan kompetitif dapat meningkatkan stabilitas finansial dan motivasi karyawan, tetapi jika tidak memadai atau tidak sesuai dengan harapan, dapat menyebabkan ketidakpuasan dan menurunkan produktivitas. Implikasi manajerial dalam penelitian ini menjelaskan bahwa kepuasan kerja menjadi salah satu poin penting bagi sebuah perusahaan dalam menjaga integritas operasional kerja secara tidak langsung yang menjamin motivasi kerja bagi karyawan. Dengan kepuasan kerja maka akan memberikan optimalisasi dalam kegiatan operasional perusahaan, yang mana ini juga akan memberikan dampak pada laba perusahaan.

Kata kunci: *Promosi Jabatan, Kompensasi, Kepuasan Kerja Karyawan.*

ABSTRACT

The aim of the research is to investigate the influence of job promotion and job compensation on job satisfaction. The research method uses quantitative, using descriptive verification. The sampling method uses random sampling, with a sample size of 100 employees PT. Taekwang Subang. Data collection was carried out by conducting a survey using a questionnaire. The results of the research show that there is a partial or simultaneous influence which states that job promotion and compensation have an influence on the job satisfaction of employees PT. TK Industrial Indonesian. Promotions can increase employee motivation and engagement and provide recognition for their achievements, but can cause dissatisfaction if the selection process is not fair or transparent. Meanwhile, fair and competitive compensation can increase financial stability and employee motivation, but if it is inadequate or does not meet expectations, it can cause dissatisfaction and reduce productivity. The managerial implications in this research explain that job satisfaction is one of the important points for a company in maintaining the integrity of work operations indirectly which guarantees work motivation for employees. Job satisfaction will provide optimization in the company's operational activities, which will also have an impact on company profits.

Keywords: *Position Promotion, Compensation, Employee Job Satisfaction.*

INTRODUCTION

Industrial development in Indonesia is an important part of increasing economic growth in general, because its impact will have an impact on various sectors (Faruqi, 2019). This factor can be an important concern in industrial development, including continuing to strive to keep up with technological changes that occur (Kashfi & Hanna, 2022). The development of the economy in the era of globalization causes every company to struggle to continuously improve quality in various applied fields. These development efforts will ensure that company operations can continue to be maintained, especially workforce management which is an important part (Syaipudin, 2023).

Steps in industrial development can be taken starting from operational planning to how controls must be carried out (Wahid & Saputra, 2024). This step is something that must be carried out with strict supervision, because the company's operational process also depends on the commitment of all aspects involved (Fauzela, 2023). As is generally the case, companies operating in Indonesia are foreign private companies and foreign non-private companies operating in the field of products and services (Junaidi, 2021). Commitments between companies managed by the government, private or foreign companies should also have similarities, namely how a company can continue to run its operations and make a profit (Hendi & Robin, 2023).

One company that continues to be committed to development is PT Taekwang. PT Taekwang's performance in running its business continues to run in accordance with regulations and continues to develop. Along with technological developments, companies are also implementing innovations in the fields or sectors that are needed. In relation to human resources (HR), the company also carries out HR management as closely as possible because HR is an important part of the company's development. The existence of human resources will be able to maintain the existence of the company in maintaining stability in response to the ups and downs of the company's conditions.

The importance of human resources in an industrial company is not limited to workers alone, but companies must also pay attention to employee job satisfaction (Mangkunegara, 2014). This will be one of the factors that influence the employee's performance in carrying out their duties. Support from employees who are part of the company's human resources, quality employees will have an impact on the company's operational performance (Amalia & Syaipudin, 2023). The superior quality of human resources is an important part that cannot be separated from the overall development of the company. HR will contribute to the development of the business being carried out (Darwis, D., Meylinda, M. & Suaidah, 2022).

Basically there are many factors that influence job satisfaction, some of the factors commonly found in an industrial company are promotion and compensation, although basically there are many other factors (Suryani & Rindaningsih, 2023). In this regard, there are several studies as a comparison, namely the first is related to job promotions, Sartika in her research actually states that job promotions can trigger employee job satisfaction (Sartika, 2023). Soputan and Runtuwarouw's research shows that by providing promotional opportunities to employees, companies not only show appreciation for employee dedication and performance, but also create a work environment that motivates and strengthens loyalty (Soputan, G. & Runtuwarouw, 2020). Meanwhile, related to compensation in Sari et al's research, compensation can be a stimulus to improve employee performance which will then have an impact on employee job satisfaction (Sari et al., 2023). Siregar and Pasaribu's research suggests that employee compensation includes health benefits, pension programs, flexible leave, or performance bonuses (Siregar & Pasaribu, 2022). Minarso's research explains that fair, inclusive and transparent compensation is a key element in creating a work environment that promotes employee job satisfaction and helps the company achieve its goals (Minarso et al., 2024).

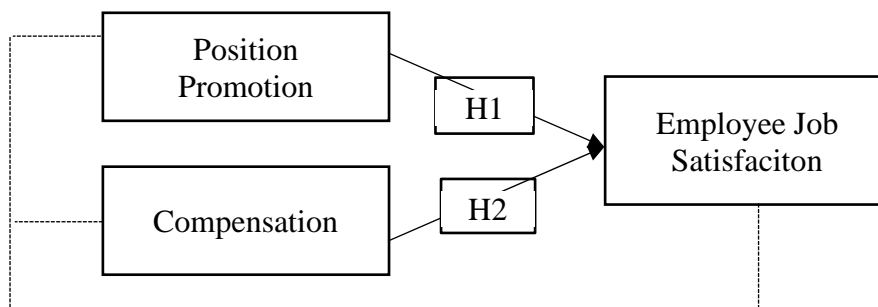
The latest in this research is how a company is able to carry out its operations in the field of job satisfaction, as well as what factors trigger an employee to state that he is satisfied with his job. Due to the fact that a person's level of satisfaction in carrying out work has an increasingly impact on the company's operations as a whole. These are important factors that must be paid attention to by companies, especially PT Taekwang. The purpose of this research is to investigate the influence of job promotion and job compensation on job satisfaction.

RESEARCH METHODS

The research method used is a descriptive verification method with a quantitative approach. This descriptive verification method is according to (Sugiyono, 2022) is an investigative effort to test a hypothesis that has been built using data that has been collected. The object of this research is employees of PT Taekwang, with the aim of examining the effect of promotion and compensation on employee job satisfaction at PT TK Industrial Indonesia (PT Taekwang Subang). The data collection technique uses random sampling, meaning that from all employees who work at PT Taekwang, samples or research respondents will be selected randomly. Determining the sample using the Slovin formula from 75,067 employees, with an error level of 10% found 75 respondents, however, in order to increase accuracy in this research, the number of respondents was rounded up to 100 respondents.

The data analysis technique determined in this research uses multiple linear regression analysis, with the help of statistical testing tools in the form of SPSS. There are several stages in implementing testing, starting from validity and reliability testing, classical assumption testing, regression testing to hypothesis testing. Researchers can provide an overview of the test process carried out as in the following picture:

Figure 1 Research framework



RESULTS AND DISCUSSION

Results

Respondent Profile

The results of the questionnaire distributed to 100 research respondents can then be displayed according to the table below. From 100 respondents whose data were extracted using a direct questionnaire and via Google Form, the following were obtained.

Table 1 Profile of Respondents

Characteristics		Frequency	Percentage
Gender	Male	31	31
	Female	79	79
	Total	100	100%
Age (years)	20 – 22	6	6
	23 – 25	19	19
	26 – 28	36	36
	29 – 31	20	20
	>32	19	19
	Total	100	100%
Education	SMP	1	1
	SMA	24	24
	D3	4	4
	D4	14	14
	S1	54	54
	S2	3	3
	Total	100	100%
Length of service (years)	< 1	0	0
	1 – 3	56	31.92
	4 – 5	35	27.66
	>5	9	25.54
	Total	100	100%
Position	Admin	6	6
	Group Leader	2	2
	Healthy	1	1
	Operator	35	35
	Senior Staff	13	13
	Staff	26	26
	Team Leader	15	15
	VSM	2	2
	Total	100	100%

Source: Data processed in 2024

This number provides a summary of respondents in terms of several aspects, namely gender, age, last education, length of work and the position they are currently holding, showing various results that have an impact on simple interpretations in presenting the profile of research respondents. In terms of gender, it is dominated by women, the ages are very diverse, education is also dominated by graduates, the length of work is dominated by a duration of 1-5 years, and the distribution of questionnaires is generally targeted at company operators and staff..

Reliability and Validity Test

This research uses a test basis that is said to be reliable if it has a Cronbach Alpha of more than 0.60. This theory refers to the formula put forward by Sugiyono.

Table 2 Reliability Test

Variables	Cronbach Alpha (>0.60)	Note
Promosi Jabatan	0.750	Reliable
Kompensasi	0.854	Reliable
Kepuasan Kerja	0.776	Reliable

Source: Data processed in 2024

In accordance with this test, it is known that each variable has a value above the minimum level in the criteria for determining Cronbach Alpha, so it can be said to be reliable.

Next, a validity test was carried out, the criteria used were a comparison of calculated r and table r, as it is known that n in this study is 100, it is known that the table r is 0.194.

Table 3 Validity Test

Item	Score	Note	Item	Score	Note
X1.1	0.546	Valid	X2.6	0.430	Valid
X1.2	0.632	Valid	X2.7	0.345	Valid
X1.3	0.345	Valid	X2.8	0.475	Valid
X1.4	0.453	Valid	X3.1	0.498	Valid
X1.5	0.356	Valid	X3.2	0.435	Valid
X1.6	0.445	Valid	X3.3	0.534	Valid
X1.7	0.467	Valid	X3.4	0.654	Valid
X1.8	0.675	Valid	X3.5	0.545	Valid
X1.9	0.567	Valid	X3.6	0.566	Valid
X1.10	0.645	Valid	X3.7	0.493	Valid
X1.11	0.532	Valid	X3.8	0.388	Valid
X1.12	0.348	Valid	X3.9	0.487	Valid
X2.1	0.515	Valid	X3.10	0.436	Valid
X2.2	0.356	Valid	X3.11	0.564	Valid
X2.3	0.584	Valid	X3.12	0.645	Valid
X2.4	0.456	Valid	X3.13	0.454	Valid
X2.5	0.332	Valid	X3.14	0.665	Valid

Source: Data processed in 2024

According to the results of the validity test, it is known that the smallest score is 0.332 and this means that it meets the criteria because it is greater than the t product moment correlation table of 0.194, so it is declared valid.

Coefficient of Determination

The next test carried out is to determine the magnitude of the influence between the independent variable and the dependent variable, which can be seen as follows. This test will show how much the independent variable has an influence on the dependent variable.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.657 ^a	0.657	0.445	3.223

Source: Data processed in 2024

The table shows the value of the influence referring to the R Square score of 0.657 or 65%. So there is around 65% influence of the independent variable in influencing the dependent variable, while the remaining 35% is influenced by other variables not examined in this research.

Multiple Linear Regression Analysis

Multiple linear regression analysis is the main analytical tool in this research to examine the hypotheses in this research. It is known that from table 4 the influence is partial or individual..

Table 5 Regression Analysis Uji T Parsial

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.664	3.654		0.454	0.001
Promosi Jabatan	0.143	0.054	0.765	3.454	0.002
Kompensasi	0.246	0.045	0.765	4.776	0.002

Source: Data processed in 2024

Position Promotion

$$Y = 2.664 + 0.143X$$

It means:

1. Constant (a) is 2.664, which means there is no variable for promotion or is considered constant, so the level of job satisfaction is 2.664.
2. The variable regression coefficient (X) is 0.143, which means that every employee who carries out a promotion will certainly increase job satisfaction by 0.143.
3. T value = 3.454 and Sig. = 0.002, then Ho is rejected. In other words, the author can conclude that variable X1 (Position Promotion) makes a significant contribution to job satisfaction.
4. Based on these calculations, it can be seen that the first hypothesis in this research is accepted.

Compensation

$$Y = 2.664 + 0.246X$$

It means:

1. Constant (a) is 2.664, which means that if there is no compensation variable or it is considered constant, then the level of job satisfaction is 2.664.
2. The variable regression coefficient (X) is 0.4776, which means that every employee receiving compensation will certainly increase job satisfaction by 0.4776.
3. T value = 4.776 and Sig. = 0.002, then Ho is rejected. In other words, the author can conclude that variable X2 (Compensation) makes a significant contribution to job satisfaction.
4. In accordance with these calculations, it can be seen that the second hypothesis in this research is accepted.

The next test is carried out simultaneously, where it is known that this test is to be carried out jointly by testing the independent variables in the research on the dependent variable.

Tabel 6 Regression Analysis Uji F Simultan

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.069	4	2.767	5.164	.004 ^b
Residual	1.542	96	1.605		
Total	1.611	100			

Source: Data processed in 2024

1. The test results can be known if the sig value. < 0.05, then variable
2. In accordance with these calculations, it can be seen that the third hypothesis in this research is accepted.

Discussion

The effect of job promotion on employee job satisfaction at PT. Taekwang

Promotion is a form of recognition of an employee's performance and is an important step in career development in the workplace. The effect of job promotion on employee job satisfaction can be seen from several aspects. First, job promotions provide recognition for employees' achievements and contributions, which can increase their self-confidence and motivation. When employees feel that their efforts and dedication are recognized, they tend to be more enthusiastic about performing their tasks better.

Job promotions can increase employee commitment to the organization. When employees see opportunities to develop in the company they work for, they tend to be more loyal and committed to contributing to their maximum potential. Promotions can also signal that the organization cares about employee career development, which can strengthen the bond between employees and the company (Suryani & Rindaningsih, 2023). The effect of promotions can also put additional pressure on employees. They may face higher expectations from superiors and coworkers after being promoted, which can lead to stress and worry about their ability to meet the demands of the new job (Hendi & Robin, 2023). Additionally,

promotions that are not transparent or fair can lead to dissatisfaction and feelings of disrespect among non-selected employees.

The effect of promotion on employee job satisfaction can also be influenced by the extent to which the promotion is in line with the individual's career expectations and goals (Margahana & Sari, 2019). Promotions do not match employees' career aspirations, they may feel disappointed and dissatisfied with their situation. Therefore, it is important for organizations to ensure that the promotion process is carried out fairly, transparently, and based on employee performance and potential (Soputan, G. & Runtuwarouw, 2020). Overall, job promotions can have a significant impact on employee job satisfaction. When done correctly, job promotions can increase employee motivation, commitment and job satisfaction, while inappropriate or unfair promotions can cause dissatisfaction and disrupt organizational stability. Therefore, it is important for organizations to pay attention to the promotion process as part of their human resource management strategy to ensure that the promotion has a positive impact on all parties involved.

The effect of compensation on employee job satisfaction at PT. Taekwang

Compensation or salary is one of the important factors that influences employee job satisfaction. First of all, fair and competitive compensation levels can increase employee motivation to work better. Employees who feel that they are rewarded with compensation commensurate with their contributions and performance tend to be more motivated and engaged in their work.

Adequate compensation can also create a sense of financial stability and security for employees (Marsinah, 2019). When employees feel that they can meet their financial needs and have the assurance of sufficient compensation to cover their living expenses, they tend to be more satisfied with their jobs and less susceptible to financial stress that can impact their performance (Sari et al., 2023). It's important to remember that compensation isn't just about salary but also includes additional benefits such as health insurance, retirement benefits, and other incentives. Second, employees also take into account the value of total compensation when evaluating their level of job satisfaction (Siregar & Pasaribu, 2022). Therefore, additional benefits provided by the company can also contribute to employee job satisfaction.

In addition, a sense of fairness and transparency in salary policies is also important to maintain employee job satisfaction. Employees tend to feel satisfied when they feel that compensation policies are applied consistently and fairly to all team members. Conversely, unfairness or non-transparency in salary policies can lead to dissatisfaction and instability among employees (Minarso et al., 2024). Lastly, compensation can also be a strong attraction and retention factor for companies. Companies that offer attractive and competitive compensation packages are more likely to attract the best talent and retain high performers (Junaedi et al., 2023). Therefore, it is important for companies to continually update and review their compensation policies to ensure that they remain relevant and attractive to current and future employees.

The effect of promotion and compensation on employee job satisfaction at PT. Taekwang

Promotion and compensation are two important factors that have a significant influence on employee job satisfaction in the workplace. First, promotion provides recognition of an employee's achievements and contributions, as well as providing opportunities for better career development. Employees who are promoted tend to feel appreciated and motivated to continue performing well, because they see that the company is paying attention to their growth and progress (Suryani & Rindaningsih, 2023). The positive impact of job promotions on job satisfaction also depends on transparency, objectivity and fairness in the promotion selection

process. If promotions are carried out fairly and based on employee performance and potential, this can increase employee trust and satisfaction with the company.

Apart from promotions, compensation also plays a key role in determining employee job satisfaction (Minarso et al., 2024). Fair and competitive compensation levels are important factors influencing employee motivation and financial well-being. Employees who feel that they are compensated commensurate with their contributions and performance tend to be more satisfied with their jobs (Siregar & Pasaribu, 2022). In addition, additional benefits such as health insurance, retirement benefits, and other incentives can also influence employees' perceptions of the total value of the compensation they receive from the company (Soputan, G. & Runtuwarouw, 2020). Therefore, companies need to ensure that their compensation policies are fair, transparent, and in line with industry standards and current market conditions.

The results of this research explain that it is important to know that promotion and compensation are not the only factors that influence employee job satisfaction. Aspects such as work environment, work-life balance, recognition, and opportunities for personal development also play an important role in influencing employee job satisfaction. Therefore, companies need to adopt a holistic approach in human resource management to ensure that they can create a work environment that supports, motivates and meets the overall needs of their employees. By paying attention to these factors comprehensively, companies can increase employee job satisfaction and strengthen overall organizational performance.

CONCLUSIONS

This research shows that either partially or simultaneously, promotion and compensation have an influence on job satisfaction. Job promotions and compensation have a significant influence on employee job satisfaction, with their effectiveness depending on proper implementation. Promotions can increase employee motivation and engagement and provide recognition for their achievements, but can cause dissatisfaction if the selection process is not fair or transparent. Meanwhile, fair and competitive compensation can increase financial stability and employee motivation, but if it is inadequate or does not meet expectations, it can cause dissatisfaction and reduce productivity. Therefore, it is important for companies to manage promotions and compensation well, ensuring transparency, fairness and consistency in their policies to effectively increase employee job satisfaction.

ACKNOWLEDGE

Thanks are especially addressed to the parties who helped carry out the research, especially PT. Taekwang Industrial Indonesia.

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