



## The Effect of Salary, Health and Safety on Employee Job Satisfaction Moderated by the Quality of Human Resources

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### Article

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### Abstract

The purpose of the study was to determine the effect of salary, occupational health and safety on employee job satisfaction, which was moderated by the quality of human resources at PT Sisirau, Aceh Tamiang. The total population of the study was 46 employees. The analysis methods used are data quality tests, classical assumption tests, multiple linear regression analysis tests, partial tests, simultaneous tests, and moderated regression analyses. The results of the study through partial tests before moderation, namely salary, and occupational health and safety had a significant positive effect on employee job satisfaction. Meanwhile, after moderation, salary significantly negatively affects employee job satisfaction. Occupational health and safety after being moderated by the quality of human resources have a significant positive effect on employee job satisfaction. Simultaneously, before and after in moderation the quality of human resources, salary, and occupational health and safety (have no effect together on employee job satisfaction).

**Keywords:** Salary; Occupational Health and Safety; Employee Job Satisfaction; Quality of Human Resources

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### Introduction

The growth and development of the business world continue to increase. The development of this industry will also increase the company's productivity to be higher, so it requires more and more manpower. Where more and more employees will increase the effectiveness of work.

However, this is not in line with industry reality. Because there are still many companies that do things differently from the real situation. Where the number of employees is very minimal compared to work productivity that is getting higher and more. As well as the facilities, wages, and protections that employees get are also very unworthy.

The Palm Oil Industry requires a large enough workforce, but the reality of the condition of employees in palm oil companies tends not to get the job satisfaction they expect. Although oil palm plantations in Indonesia reach 22.2 million hectares, oil palm companies play an important role in national economic development. As well as foreign exchange income from palm oil exports is estimated to reach 300 trillion rupiahs per year. However, this is not in line with employee job satisfaction in oil palm plantations. Although the palm oil industry has a big positive impact on the country.

As stated by Inda Fatinaware, Executive Director of Sawit Watch on the *infosawit.com* website (2020), employees in the oil palm plantation environment are still being exploited. That is, the wages received are still very low, employees tend to be at risk of being laid off, lack of protection for occupational health and safety when doing work, and various other exploits. Of course, this is a big loss for workers in the oil palm plantation sector.

As explained by Dilla (2021) on the *kompasiana.com* site, the positive and negative behavior of the employee will affect the work productivity of the employee. Some factors that can reduce employees' work attitudes are poor workplace or company environmental conditions, low wages received working hours that exceed the normal working hours limit, and other factors. Like during the Covid-19 pandemic, many companies have made cuts in employee salaries. Based on the findings of the Indonesia Business Coalition for Women Empowerment (IBCWE). Nizam Fadira, Research Manager of IBCM, revealed that up to 57% of workers with low wages below RP5 million per month tend to experience wage cuts. Workers with a monthly salary of more than IDR 10 million will also receive a 47% salary deduction.

Surely, this will greatly affect the company and the employees themselves. For employees who experience salary cuts, it will have an impact on reducing the quality of their work due to a lack of motivation and lack of salary compared to the workload that needs to be done. For companies, there will also be a slowdown in productivity and enthusiasm and quality of employee performance that will continue to decline.

In general, the concept of wages is often distinguished from the concept of salary. Wages are usually intended for temporary employees. Meanwhile, salaries are given to employees with full-time or binding activities such as monthly employees, civil servants, and permanent employees. However, the notions of wages and salaries have something in common, both of which are rewards for a person's performance at work.

Mardi (in Gumilar, 2018) states salary is a form of payment or a right given by a company or agency to employees. According to Aryanti (2019), salary plays a role in increasing employee motivation and job satisfaction; wages or salaries can also play a role in increasing employee motivation to be more effective, improve performance, and increase productivity in the company. Thus, salary has a role in increasing employee job satisfaction; the better the employee's salary will have a positive impact on the quality of the employee's work. In other words, if a person experiences a decrease in job satisfaction, it certainly hurts the quality of his work. Job satisfaction is the attitude of an employee to work, which is adapted to working conditions and circumstances, and relates to the cooperation of employees, compensation received at work, and other physical and psychological factors.

Nurhayana (2021) stated that job satisfaction is increasingly important because, within the scope of the company, it has a considerable influence on organizational productivity, either directly or indirectly. Job satisfaction is the situation of an employee who feels proud, happy, treated fairly, recognized and cared for by superiors, valued for his work, and can produce something that meets his needs, desires, and expectations at work. Therefore, it is important for companies to improve job satisfaction for their company employees to cause a positive attitude in the company environment, which includes increasing employee salaries since the greater the quantity of a person's work, the higher the employee's expectations of his satisfaction at work. Thus, by providing positive vibes, creating good social interactions, maintaining employee physical factors and economic factors that ensure the welfare of workers, and paying attention to these things aforementioned will certainly increase employee job satisfaction.

In addition to salary, occupational health and safety are also important concerns for an employee in carrying out his job. Even more so if the work they do is at high risk. Occupational health and safety will be the main and important factor as the better the facilities received by employees, the better the quality of work that will be obtained by the company.

The requirements for building occupational health and safety have been regulated in Law Number 1 of 1970 concerning Occupational Safety and PP No. 50 of 2012 concerning the Implementation of the Occupational Safety and Health Management System (SMK3) and other implementing regulations. The main focus in the implementation of occupational health and safety is to prevent occupational accidents and diseases so that every production process runs safely and efficiently.

Director General of Labor Supervision, Occupational Safety, and Health, Haiyani Rumondang (2022) on the *jawapos.com* website regrets that the implementation of occupational health and safety in the field is still minimal and it is still widely neglected as an obligation. Occupational health and

safety should have become a necessity and become a culture in every work activity because harmony and occupational health are important aspects of worker protection and company progress.

In addition to occupational health and safety (K3), salary is also a factor that determines the job satisfaction of an employee. Companies, of course, have criteria in choosing their employees, where the quality of human resources chosen should have the same quality as the facilities provided. As stated by Ibrahim (2021), the human resources are the main element in any type of institution since quality human resources will bring the relevant institution to progress and success. In other words, the more qualified human resources who work in the company, the better the employee's job satisfaction in carrying out their work. Based on that, this research was conducted at PT Sisirau Aceh Tamiang.

## Research Method

The purpose of this study is to determine the effect of salary, occupational health, and safety on employee job satisfaction moderated by the quality of human resources at PT Sisirau, Aceh Tamiang. The population in this study is employees of PT Sisirau, Aceh Tamiang. Meanwhile, the sample used is a saturated sampling method so that all populations become samples. The data collection method used in this survey consisted of distributing questionnaires to 46 respondents from PT Sisirau, Aceh Tamiang, and this questionnaire was given the weight of scoring on each question based on the Likert Scale.

The analysis methods used in this study are as follows: first, testing the quality of the data by performing validity and reliability tests; then conducting classical assumptions tests to validate the data which include normality, multicollinearity, autocorrelation, and heteroscedasticity tests; last, carrying out multiple linear regression analysis tests and moderated regression analysis with the help of SPSS version 23. The variable relationship model in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = a + b_1X_1 + b_2X_2 + b_3X_1X_2.$$

## Results and Discussion

### Validity Test

The validity test is used to measure whether or not a questionnaire is valid or valid (Ghozali, 2018). Research validity testing criteria: 1) if  $r$  counts  $>$   $r$  table, then it meets the validity requirements; 2) if  $r$  count  $<$   $r$  table, then it does not meet the validity requirements.

Based on the results of the validity test, the results obtained from the salary variable with 10 questions, occupational health and safety with 6 questions, employee job satisfaction with 10 questions, and the quality of human resources as a moderating variable with 9 questions, when compared to  $r$  table which is 0,291 based on  $N = 46$  at 5% significance, then each question greater than the value of  $r$  table means that it meets the valid requirements.

### Reliability Test

The reliability level of the instrument in this study is measured by Cronbach's Alpha method. The more reliable an instrument is, the better for researchers to use in their research. The reliability test results show that the salary variable with 10 questions obtained the Cronbach's alpha value of 0.868, occupational health and safety with 6 questions obtained the Cronbach's Alpha value of 0.961, employee job satisfaction with 10 questions obtained the Cronbach's Alpha value of 0.944, and the quality of human resources as a moderating variable with 9 questions obtained the value of Cronbach's Alpha of 0.927. Thus, it can be ascertained that all variables already have a value of Cronbach's Alpha coefficient above 0.60, meaning that all question items are reliable and the variables used are also consistent and trustworthy.

### Normality Test

The normality test in this study used probability plot results. Where the normal distribution will form one diagonal line, if the residual data distribution is normal then the line describing the real data will follow its diagonal line.

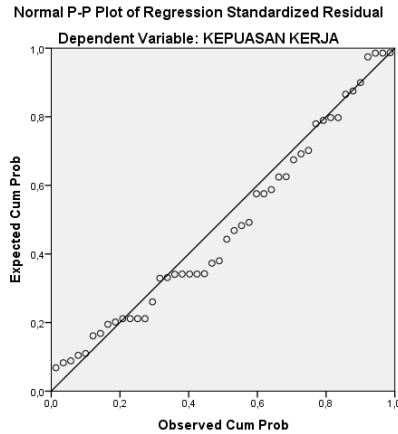


Figure 1. Normal P-P Plot

The results of the normality test above show that the points spreading together have approached the diagonal line and this indicates that the data has been distributed normally.

**Multicollinearity Test**

The multicollinearity test aims to test whether a regression model found the presence of a correlation between free variables. To find out multicollinearity can be known by looking at the tolerance value and Variance Inflation Factor (VIF). If the tolerance value > 0.10 and the VIF value < 10 then it is said that there is no multicollinearity between free variables in the regression model (Hatmawan, 2020).

**Table 1**  
**Collinearity Statistics**

Type		Collinearity Statistics	
		Tolerance	VIF
1	SALARY	,896	1,116
	K3	,922	1,085
	KSDM	,883	1,133

Source: Data Proceed (2021)

Based on the results of the test, it can be seen that the VIF value of the Salary variable is 1,116, the occupational health and safety (K3) variable is 1,085, and the human resource quality variable is 1,133, each of which has a VIF value of < 10. Meanwhile, the result of the tolerance value of the Salary variable is 0.896, the occupational health and safety (K3) variable is 0.922, and the Human Resource Quality variable is 0.883 where each tolerance value is above 0.1. So it can be concluded that there is no multicollinearity between the variables studied.

**Autocorrelation Test**

The Autocorrelation Test aims to test whether in linear regression models there is a correlation between disruptor errors in the t-1 period (previously). A good regression model is a regression that is free from autocorrelation, to detect the presence or absence of autocorrelation can be done with the Durbin-Watson test.

**Table 2**  
**Model Summary**

Type	R	Durbin-Watson
1	,864 <sup>a</sup>	2,254

Source: Data Proceed (2021)

The autocorrelation test result is that the Durbin-Watson value is 2.254, based on a sample (n) of 46 and a variable (k) of 3, then in the Durbin-Watson table, it directs the  $D_U$  value of 1.667 and the  $D_L$  value of 1.391. So it can be concluded that the autocorrelation test result is  $D_W > D_U$ , which is  $2,254 > 1,667$  so there is no autocorrelation problem in this study.

### Heteroscedasticity Test

Finding out the presence or absence of Heteroscedasticity can be done by looking at the Plot Graph between the predicted value of the bound variable (dependent), namely ZPRED and the residual SRESID.

Based on the output of scatterplots, it can be seen that the data point spreads above and below or around zeros on the Y axis and does not form a certain pattern, then it can be concluded that in the regression model there is no heteroscedasticity or  $H_0$  is accepted.

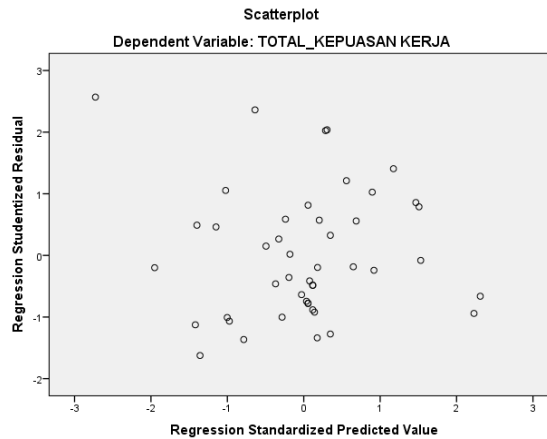


Figure 2. Scatter Plot

### Multiple Regression Test

**Table 3**  
**Coefficients**

Model	Unstandardized Coefficient		Standardized Coefficient Beta
	B	Std. Error	
1 (Constant)	.245	.558	
SALARY	.405	.134	.237
K3	.584	.058	.793

Source: Data Proceed (2021)

From the table above can be made a multiple regression equation as follows:

$Y = 0.245 + 0.405X_1 + 0.584X_2$ . 1) From the linear regression equation, it can be explained that the value of 0.245 is the value of the job satisfaction constant. This means that job satisfaction will be constant by 24.5% if the Salary variable and the Occupational Health and Safety variable are equal to zero or constant; 2) The result of the salary variable for the regression coefficient test is 0.405. A positively marked coefficient means that every increase in salary variables by 1% results in an increase in employee job satisfaction by 40.5%. A positive value coefficient means that there is a good relationship between salary value and employee job satisfaction; 3) The result of the occupational health and safety variable for the regression coefficient test is 0.584. A positively marked coefficient means that every increase in the occupational health and safety variable by 1% increases employee job satisfaction by 58.4%.

### Significance Test

**Table 5**  
**ANOVA**

Type	F	Sig.
1 Regression	61,629	,000 <sup>b</sup>

Source: Data Proceed (2021)

Simultaneous significance test) aims to test whether all independent variables included in the model have a common influence on the dependent variables. The test was conducted using a significance level of 0.05 ( $\alpha=5\%$ ).

Based on the test results above, the significance of  $F > 0.05$  can be concluded that all independent variables simultaneously do not affect the dependent variables. That is if tested together, both the salary variable and the occupational health and safety variable have no effect simultaneously on employee job satisfaction.

### Multiple Regression Analysis

From the table above can be made a multiple regression equation as follows:

$$Y = 3.289 - 0.071X_1X_3 + 0.127X_2X_3$$

From the linear regression equation, it can be explained that the value of 3.289 is the value of the employee's job satisfaction constant. This means that employee job satisfaction will be constant at 3,289 if the variables of salary and occupational health and safety (K3) have been moderated by the quality of human resources then equal to zero.

The salary variable after being moderated by the quality of HR resulted in a regression coefficient test of 0.071. A negatively marked coefficient means that every salary variable moderated by the quality of human resources by 1%, resulting in a decrease in employee job satisfaction by 7.1%.

Meanwhile, the variable of occupational health and safety after being moderated by the quality of human resources resulted in a coefficient test of 0.127. A positively marked coefficient means that every increase in occupational health and safety variables moderated by the quality of human resources by 12.7%, will increase the value of employee job satisfaction.

### Partial Test (MRA)

The significance value for the salary variable after being moderated by the quality of human resources is  $0.004 < 0.05$ , and the employee occupational health and safety variable (K3) has a significance value of  $0.000 < 0.05$ . The results of the partial test after moderating the quality of human resources have similarities with the results of the partial test before moderation, so it can be concluded that partially (Test t) salary based on the value of the coefficient has a negative and significant effect on employee job satisfaction. Meanwhile, occupational health and safety (K3) have a significant positive impact on employee job satisfaction.

### Simultan Test (MRA)

The test results show the significance of  $F > 0.05$ , then it can be concluded that all independent variables simultaneously do not affect the dependent variables. That is, if tested together, both the salary and occupational health and safety variables after being moderated by the quality of human resources do not have a simultaneous effect on employee job satisfaction.

### Conclusions

Through multiple regression tests, the salary variable gets a positive value coefficient on job satisfaction, meaning that there is a good relationship between salary value and employee job satisfaction. Meanwhile, through partial tests, it can be seen that salary has a significant positive effect on employee job satisfaction. Thus, it can be concluded that salary is an important factor for an employee. If an employee gets a positive appreciation through salary, then the employee's performance tends to be good as they assume that the company in which they work appreciates their work. So the performance improvement will also be good along with the job satisfaction they get through maximum salary and proper workload.

The variable of occupational health and safety gets a coefficient with a positive sign, namely occupational health and safety has a significant positive effect on employee job satisfaction. Based on this, it can be concluded that many employees are already aware of the importance of using protective equipment when performing risky tasks. Therefore, if the company implements the K3, then employees will feel safe and comfortable in carrying out their duties, especially in palm oil industry companies that use a lot of physical power and work area environments that tend to be at risk. Thus, the application of occupational health and safety in the palm oil industry environment is crucial for the business to run properly. Better protection and care, of course, will increase employee job satisfaction and will have a positive impact on the company, as well as the level of performance and loyalty of workers.

The variable of occupational health and safety, after being moderated by the quality of human resources, shows the result that the coefficient is positively marked and partially has a significant effect on employee job satisfaction, meaning that the higher the quality of human resources, the higher the awareness of employees to get occupational health and safety guarantees in the implementation of their work. High-risk work, a dangerous work environment, and other factors will make an employee want safety at work. This will later affect employee job satisfaction; if employees get protection and a sense of security at work, it will increase employee job satisfaction.

All independent variables, before and after moderation with the quality of human resources, simultaneously do not affect the dependent variables. That is, if tested together, be it the variable of salary or occupational health and safety after or before moderation with the quality of human resources, both do not simultaneously affect employee job satisfaction. This is because both variables can have independent influence without going hand in hand with employee job satisfaction. After all, salaries are received by all employees, while K3 is only accepted by employees who work in high-risk areas or field workers.

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