

The Consequences of Compensation and Emotional Exhaustion on Job Satisfaction among Bank Employees in South Halmahera Regency

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ABSTRACT

Objective: The purpose of the study is to discover and analyse the relationship between compensation and employee emotional weariness on employee job satisfaction at South Halmahera Regency Bank. The study's population consisted of bank personnel from South Halmahera Regency, North Maluku Province, including Muamalat Bank, BRI, BSI, Mandiri Bank, Maluku Bank, BNI, and Saruma Bank. The banking sector has a total of 86 employees.

Methodology: The design of this research is to use a survey method, because the research approach is quantitative. To investigate the influence of the independent and dependent variables, multiple regression is employed with the statistical package for social scientists (SPSS) tool.

Findings: Compensation for job satisfaction results show t count \rightarrow t table 1.664 and sig. < 0.05 , then H_a is accepted and H_o is rejected; emotional exhaustion on satisfaction results show that t count $>$ t table 1.664, and the significant value < 0.05 , then H_a is accepted and H_o is rejected.

Conclusion: Remuneration has a negative and large impact on job satisfaction among South Halmahera Regency Bank employees. Emotional exhaustion has a negative and significant effect on the job satisfaction of South Halmahera district bank employees, which means that if employees are emotionally exhausted, their job satisfaction decreases, and if they are not emotionally exhausted, their job satisfaction rises.

Keyword : Compensation, Emotional Exhaustion, Employee Job Satisfaction, and Bank.

Introduction

Human resources (HR) are the most crucial element that must be considered. HR is an essential factor in the development of both formal and informal organizations. Bunawan and Turangan (2021) argue that employees or HR are one of the determining factors for a company's success or failure. Therefore, every company must treat its employees as best as possible and pay attention to their job satisfaction. Management must pay significant attention to HR because employees feel comfortable when they find happiness in their work, which can enhance performance. Employees hope to achieve job satisfaction as expected.

In relation to the explanation above, quality HR needs to be optimally utilized by organizations to bring significant progress amidst current advancements and intense competition. As Hartanto and Turangan (2021) stated, achieving the goals of a company or

organization requires capital, facilities and infrastructure, and technology. Good HR will contribute positively to an organization's journey in achieving its vision and mission, productivity, and quality improvement. Thus, every organization needs to pay attention to job satisfaction as one of the factors determining employee quality or performance. Job satisfaction is a pleasant emotional attitude and a love for the job. Hasibuan (2008) emphasizes that job satisfaction is influenced by factors such as fair and reasonable compensation, proper placement according to skills, job difficulty, work environment and atmosphere, and supportive equipment. Satisfaction can be reflected in work morale, discipline, and performance. According to Luthans (2008), job satisfaction is about how well the results of employees' work are deemed important based on their perceptions. This shows that job satisfaction is not only related to perception but also to all job activities that will form the basis for determining the level of employee satisfaction.

Understanding job satisfaction as an output of perception is important for leaders or managers because it is related to compensation. Total compensation can determine the level of job satisfaction. In line with this view, research shows that compensation provided by an organization or company can have a positive and significant impact on job satisfaction (Ramli, 2018; Antoni et al., 2021; Pudjiarti et al., 2023). However, Tirtowaluyo and Turangan (2022) found that compensation does not affect job satisfaction. Furthermore, Pardita and Surya (2020) assert that compensation has a positive effect on job satisfaction, indicating that employees feel satisfied due to various forms of compensation. Other authors (Veriyani & Prasetyo, 2018; Hasmiah et al., 2020) concluded that all forms of compensation provided by companies have been proven to affect employees' feelings of satisfaction in performing routine tasks. Financial compensation directly also significantly impacts job satisfaction (González et al., 2021). However, compensation can potentially decrease job satisfaction. In other words, although much research proves employees' satisfaction with their work, there is potential for dissatisfaction (job dissatisfaction). In line with the study by Mo and Morris (2024), "although there are many positives, there are also many sources of job dissatisfaction. Areas of job dissatisfaction often focus on deteriorating personal interactions, along with job package issues and various organizational rule changes."

Job dissatisfaction can occur due to various factors, as explained in Santika and Sudibia (2017) that job satisfaction positively and significantly affects job satisfaction, but when employees experience emotional exhaustion, job satisfaction decreases. This means there is potential for anyone in the organization to experience job dissatisfaction due to consistent emotional exhaustion. Christianto and Putra (2016) state that emotional exhaustion negatively affects employees' work, such as reluctance to go to work, feelings of guilt, failure, irritability, resentment, discouragement, and indifference. Other studies also found a significant (negative) impact of emotional exhaustion (including workload, job boredom, irritability, fatigue, difficulty being happy, and leadership style) on job satisfaction, such as dissatisfaction with salary and colleagues (Christianto & Putra, 2016; Diantari & Netra, 2021; Aldian et al., 2021; Simanjuntak et al., 2020). Additionally, in Gidou et al. (2020), it is explained that bank employees experience emotional exhaustion, leading to job dissatisfaction. The Gidou study also emphasizes that researching job satisfaction in banking is important for HR practices in the future banking industry.

In addition to the above description, interviews with employees revealed several issues faced by bank employees in Bacan District, South Halmahera Regency. The facts show that some employees mention factors causing emotional exhaustion, such as working overtime, which often occurs after work hours or after 4 PM, without corresponding compensation in

the form of money or goods directly or indirectly received by employees as remuneration. Employees chasing work deadlines, especially in finance, prefer to work in the office rather than take the work home. High levels of emotional exhaustion and reduced compensation can decrease job satisfaction and negatively affect employee performance. Thus, the purpose of this research is to understand and analyze the relationship between compensation and emotional exhaustion on job satisfaction of bank employees in South Halmahera Regency. This research is important because it provides information on how employees perceive compensation and manage their emotions in completing tasks.

Literature Review

Job Satisfaction

Job satisfaction is an individual's evaluation of their job and the context of their job (McShane & Glinow, 2008). According to Mathis and Jackson (2011), job satisfaction is a positive emotional state resulting from an individual's evaluation of their job. Essentially, job satisfaction reflects employees' behavior and cognition at the workplace, encompassing their overall perception of their job. Job satisfaction is closely related to attitudes and behaviors. Rachman (2022) states that job satisfaction experienced by employees is an output of their belief in the treatment received from the organization and the outcomes obtained from their work. Job satisfaction can lead to achieving positive outcomes and, at the same time, can decrease job performance (Kotanon et al., 2023; and Tuahuns et al., 2023).

According to Robbins and Judge (2018), job satisfaction can be measured based on: (1) The work itself: Job satisfaction is primarily derived from the nature of the work itself; (2) Pay: Pay is a multidimensional factor in job satisfaction, representing the amount of money received and its perceived fairness compared to others within the organization; (3) Promotion opportunities: Opportunities for advancement within the organization influence job satisfaction differently; (4) Supervision: The ability of supervisors to provide technical assistance and behavioral support; and (5) Work conditions: The work environment's influence on job satisfaction is relatively minor. These indicators are similar to those proposed by Afandi (2018); Febrianti (2023); and Ahmad et al., (2023), which include work, achievement, promotion, supervision, and coworkers.

Compensation

Research on high-performance work systems indicates that the characteristics of a company's compensation system are related to the company's financial performance (Bernardin, 2010). According to Hasibuan (2008), compensation encompasses all income in the form of money, goods, directly or indirectly received by employees as remuneration for services rendered to the organization/company. Supporting this, Ivancevich and Konopaske (2013) state that "from an employee's perspective, compensation is a necessity for living, serving as a fundamental reason for seeking employment." Additionally, compensation meets the needs of employees and their families, fulfilling physiological needs.

Ramli (2018) suggests that compensation research can use indicators such as pay equity, industry-standard pay, job-related pay, incentives, and fairness in pay. Simamora (2006) outlines general compensation indicators, including wages and salaries, incentives, allowances, and facilities.

Emotional Exhaustion

Maslach and Jackson (1981), as cited by Allam et al. (2023), define emotional exhaustion as a feeling of being emotionally overextended and depleted of one's emotional resources due to interactions with others. Emotional exhaustion is commonly characterized by anxiety when performing work activities and boredom. Kirk-Brown and Van Dijk (2016), cited by Amisah et al. (2022), conceptualize emotional exhaustion as psychological discomfort associated with one's involvement while feeling emotionally distressed. Sumirat and Indradewa (2023) define emotional exhaustion as fatigue caused by the depletion of emotional energy due to workload or job demands.

To measure emotional exhaustion, Santika and Sudibia (2017) and Kadir (2022) suggest the following indicators: (1) Workload: The pressure arising from tasks assigned to an employee, requiring specific skills and potential to complete within a set timeframe; (2) Time pressure: Tension experienced by an individual in meeting work deadlines, often resulting from completion demands; (3) Lack of social support: A situation where an individual receives insufficient support from others around them; and (4) Role stress: Ambiguity and conflict experienced by an individual regarding their job roles.

Research Framework and Hypotheses

The Influence of Compensation on Job Satisfaction

Compensation is the total income in the form of money or goods, directly or indirectly provided to employees as a reward for their services. Job satisfaction is partly derived from the salary received by employees, indicating that compensation affects job satisfaction. Research has shown the influence of compensation on job satisfaction (Veriyani & Prasetio, 2018; Dharma et al., 2023; Hartanto & Turangan, 2021; and Pudjiarti et al., 2023). Additionally, Hasyim (2020) found that compensation, including salary, allowances, bonuses, and non-financial compensation, positively affects job satisfaction. Therefore, compensation is a factor that companies must consider, understanding the complex relationship between compensation and job satisfaction to enhance employee satisfaction (Mabaso & Dlamini, 2017).

Hypothesis: H1: Compensation has a positive and significant effect on job satisfaction.

The Influence of Emotional Exhaustion on Job Satisfaction

Emotional exhaustion describes psychological discomfort related to one's involvement while feeling emotionally distressed (Amisah et al., 2022). Emotional exhaustion reduces employees' ability to prevent and meet emotional demands at work (Nikolova et al., 2019). Consequently, emotionally exhausted employees may perceive their organization negatively and interpret interactions unfavorably. Additionally, employees with weak social ties at work are more likely to engage in counterproductive behaviors, such as being rude or harming coworkers. Thus, emotional exhaustion can decrease job satisfaction and provide an experience for employees to manage their emotions. Previous studies have revealed a significant negative relationship between emotional exhaustion and job satisfaction (Simanjuntak et al., 2020; Diantari & Netra, 2021; Aldian et al., 2021; Farisi & Siswadi, 2022). However, some research indicates a positive relationship between emotional exhaustion and job satisfaction (Allam et al., 2023).

Hypothesis: H2: Emotional exhaustion has a positive and significant effect on job satisfaction.

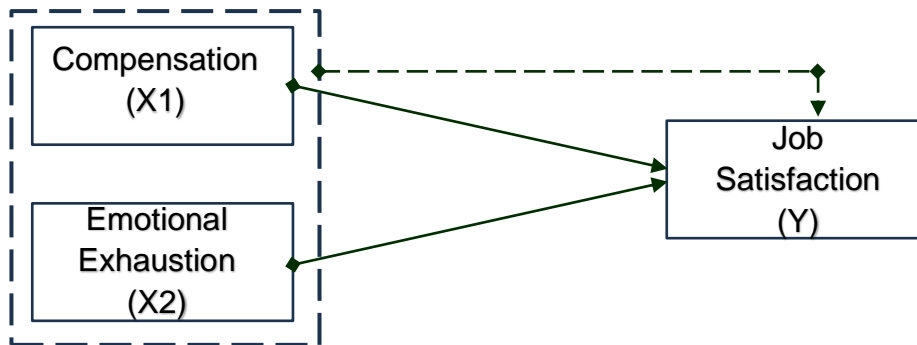


Figure 1: Research Framework.

Research Methodology

Measurement Development

Job Satisfaction (Y): A positive emotional state resulting from the appraisal of one's job (Mathis & Jackson, 2011). The indicators for this variable include satisfaction with: the work itself, pay, promotion opportunities, supervision, and working conditions (Robbins & Judge, 2018).

Compensation (X1): All forms of financial returns, tangible services, and benefits employees receive as part of an employment relationship (Hasibuan, 2008). The indicators for this variable include salary equity, industry-standard pay, job-related compensation, incentives, and pay fairness (Ramli, 2018 ; and Karim et al., 2023).

Emotional Exhaustion (X2): Psychological discomfort associated with one's involvement in a situation where they feel emotionally overextended and depleted (Amisshah et al., 2022). The indicators for this variable include workload, time pressure, lack of social support, and role stress (Kadir, 2022).

Method for Analysing Data

The research design employs a survey method, as the approach is quantitative. The aim of quantitative research is to test the relationships between independent and dependent variables. To examine the effects between these variables, multiple regression analysis is used with the assistance of the Statistical Package for Social Scientists (SPSS). The analysis model is a multiple linear regression, formulated as: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \varepsilon$. Additionally, data analysis techniques prior to processing the data for multiple regression include tests for data validity and reliability, linearity, multicollinearity, and heteroscedasticity. The criteria for statistical hypothesis testing are conducted using t-tests and F-tests.

The population of the study consists of employees from banks in South Halmahera Regency, North Maluku Province, including Bank Muamalat, BRI, BSI, Bank Mandiri, Bank Maluku, BNI, and Bank Saruma. The total population across these banks is 86 employees.

Research Results and Discussion

Research Results

Validity and Reliability Tests

The subsequent table shows the proof results for the validity and reliability of the studied data.

Table 1. Validity and Reliability Test

Variable	Item	Corrected Item Total	R Tabel	Ket	Cronbach's Alpha	Ket
Job Satisfaction (Y)	Y.1	0.487	0.212	Valid	0.858	Reliable
	Y.2	0.516		Valid		
	Y.3	0.568		Valid		
	Y.4	0.297		Valid		
	Y.5	0.542		Valid		
	Y.6	0.414		Valid		
	Y.7	0.592		Valid		
	Y.8	0.653		Valid		
	Y.9	0.730		Valid		
	Y.10	0.706		Valid		
	Y.11	0.762		Valid		
	Y.12	0.801		Valid		
	Y.13	0.681		Valid		
	Y.14	0.648		Valid		
	Y.15	0.695		Valid		
Compensation (X1)	X1.1	0.650	0.212	Valid	0.831	Reliable
	X1.2	0.540		Valid		
	X1.3	0.615		Valid		
	X1.4	0.498		Valid		
	X1.5	0.669		Valid		
	X1.6	0.508		Valid		
	X1.7	0.408		Valid		
	X1.8	0.787		Valid		
	X1.9	0.614		Valid		
	X1.10	0.493		Valid		
	X1.11	0.711		Valid		
	X1.12	0.674		Valid		
	X1.13	0.526		Valid		
Emotional Exhaustion (X2)	X2.1	0.712	0.212	Valid	0.921	Reliable
	X2.2	0.793		Valid		
	X2.3	0.844		Valid		
	X2.4	0.836		Valid		
	X2.5	0.774		Valid		
	X2.6	0.807		Valid		
	X2.7	0.825		Valid		
	X2.8	0.704		Valid		
	X2.9	0.758		Valid		

Source: Data processed by scientists (2023)

Based on the results of the validity and reliability tests of the variable instruments, it is understood that all statement items are valid, given that the calculated account r is greater than the table r table (0.212). Therefore, the variable instruments in this research can be used in their entirety for subsequent testing.

Regarding the reliability test, each variable used in this study demonstrates high reliability, with Cronbach's Alpha values of 0.858 for job satisfaction, 0.831 for compensation, and 0.921 for emotional exhaustion. These reliability test values exceed the recommended threshold of Cronbach's Alpha (> 0.60). In conclusion, all instruments in this research have demonstrated good reliability, indicating they are trustworthy and suitable for further testing.

Uji Classic Assumption Tests
Normality Test

Table 2. Normality Test One-Sample

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		86
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	6,11866232
Most Extreme Differences	Absolute	,078
	Positive	,078
	Negative	-,038
Test Statistic		,078
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Data processed by scientists (2023)

The normality test findings show that the residual significance level is 0.200, which is greater than 0.05. As a result, it can be concluded that the study model follows a norm.

Multicollinearity Test

The results of the multicollinearity test for this study are summarized in Table 3 below.

Tabel 3. Multicollinearity Test

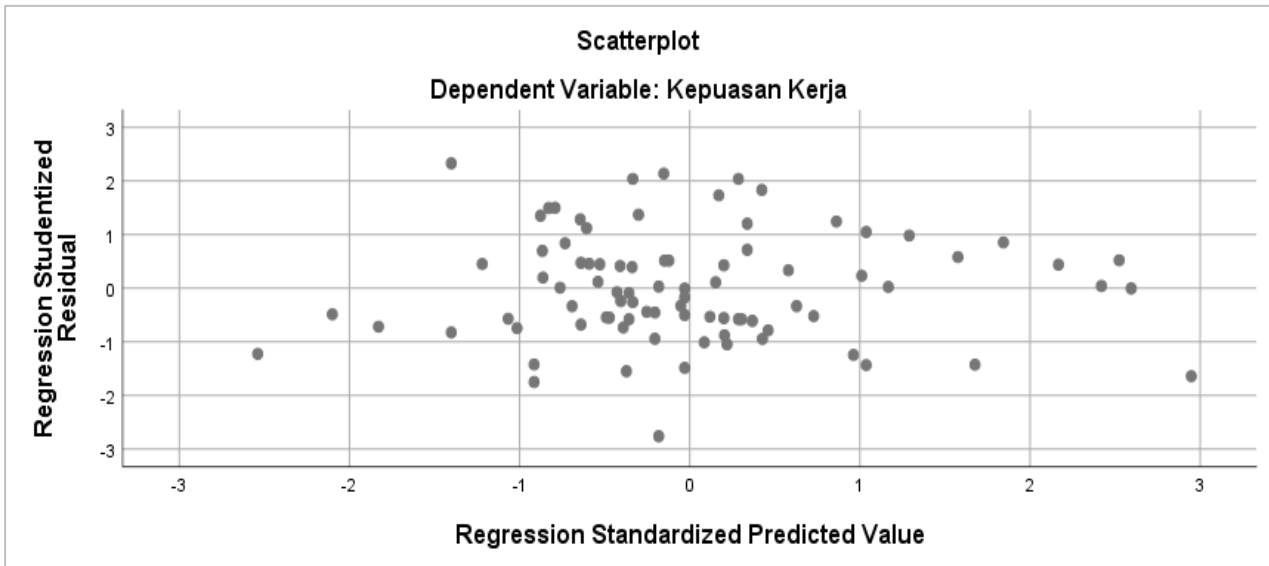
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	76,848	2,727		28,182	,000		
	Compensation	-,109	,043	-,235	-2,571	,012	,985	1,015
	Emotional Exhaustion	-,248	,042	-,544	-5,964	,000	,985	1,015

a. Dependent Variable: Y

Source: Data processed by scientists (2023)

The multicollinearity test yielded a tolerance value > 0.1 and a VIF value < 10 for all independent variables. This demonstrates that Multicollinearity did not exist in the study. The next step is to determine whether the research data is heteroskedastic.

Heteroscedasticity Test



Source: Data processed by scientists (2023)

Figure 2: Heteroskedasticity Test.

Based on the scatterplot above, it can be stated that there is no clear pattern visible, and points are evenly distributed above and below zero on the Y-axis. Therefore, it can be concluded that there are no signs of heteroskedasticity.

Hypothesis Testing

Multiple Linear Regression Analysis

Table 4. Summary of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	76.848	2.727		28.182	.000	
	Compensation	-.109	.043	-.235	-2.571	.012	1.015
	Emotional Exhaustion	-.248	.042	-.544	-5.964	.000	1.015

Source: Data processed by scientists (2023)

Based on the data shown in Table 5 above, the regression equation obtained is as follows:

$$Y = 76.848 + -.109 (X1) + -.248 (X2) + e$$

From the above multiple linear regression equation, it shows that the constant value of 76.848 means that when compensation and emotional exhaustion are both zero, job satisfaction is 76.848. The regression coefficient of compensation, -0.109, indicates that compensation has a negative effect on job satisfaction of employees in South Halmahera Regency Bank. Therefore, it can be concluded that an increase of 1 unit in compensation leads to a change in job satisfaction by -0.109, assuming other independent variables remain constant. The regression coefficient of emotional exhaustion, -0.248, indicates that emotional exhaustion has a negative effect on job satisfaction of employees in South Halmahera Regency Bank. Therefore, it can be concluded that an increase of 1 unit in emotional exhaustion leads to a change in job satisfaction by -0.248, assuming other independent variables remain constant.

Next is the interpretation of the multiple regression output as summarized in Table 4 above. It is known that the t-value for the compensation variable is -2.571 and for the emotional exhaustion variable is -5.964. The t-table value at a significance level of alpha 0.05 with degrees of freedom $df = n - k - 1$ ($86 - 3 - 1 = 82$) is 1.664. The comparison results are as follows: For the compensation variable \rightarrow job satisfaction, the t-value $-2.571 > t\text{-table } 1.664$ and significance $0.012 < 0.05$, therefore H_a is accepted and H_o is rejected, meaning that compensation has a significant negative partial effect on job satisfaction. For the emotional exhaustion variable \rightarrow job satisfaction, the results show that t-value $-5.964 > t\text{-table } 1.664$ and significance $0.000 < 0.05$, therefore H_a is accepted and H_o is rejected, meaning that emotional exhaustion has a significant negative partial effect on job satisfaction. Additionally, the calculated F test indicates a simultaneous influence of the independent variable (X) on the dependent variable (Y) at a significance level of $0.000 < 0.05$. As a result, we can conclude that H_3 is acceptable.

Coefficient of Determination (R^2) Test

Table 5. Coefficient of Determination

Model Summary ^b				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,565 ^a	,320	,303	2,50746
a. Predictors: (Constant), Emotional Exhaustion, Compensation				
b. Dependent Variable: Y				

Source: Data processed by scientists (2023)

Based on table 5 above, it can be seen that the coefficient of determination R^2 obtained a value of 0.320. This means that 32.0% of the variance in job satisfaction can be explained by the variables of compensation (X1) and emotional exhaustion (X2), while the remainder can be explained by other variables not included in this study.

Discussion

The Influence of Compensation on Job Satisfaction

Based on the results of testing using SPSS analysis tools, it can be observed that compensation has a significant negative impact on job satisfaction. This is evidenced by the discrepancy between the incentives received by employees and the workload they are given. Consequently, while compensation decreases, job satisfaction among employees

increases. This is attributed to the guidance provided by leaders meeting employees' expectations, and leaders instilling trust in employees, thus enhancing job satisfaction.

However, these findings are not consistent with previous studies by (Veriyani & Prasetyo, 2018), (Dharma et al., 2023), and (Hartanto & Turangan, 2021). Nonetheless, the research still demonstrates an impact. This implies that within this study, the effect leans towards a negative outcome, yet it consistently shows that the compensation provided by the company to employees has a significant effect. This aligns with the concept of job satisfaction proposed by Mathis & Jackson (2011) as an emotional state resulting from one's job evaluation. Therefore, this research reveals that job satisfaction is implicitly felt by bank employees, but current perceptions regarding aspects such as salary, incentives, and others still leave employees feeling dissatisfied.

Based on the above discussion, management of banks in South Halmahera Regency needs to consider the form of compensation provided, especially in terms of fairness and adequacy, and relate it to employee job satisfaction.

The Influence of Emotional Exhaustion on Job Satisfaction

Based on the testing results using SPSS analysis tools, it is evident that emotional exhaustion significantly negatively affects job satisfaction among bank employees in South Halmahera Regency. Hence, it can be stated that lower emotional exhaustion among employees correlates with higher job satisfaction, whereas higher emotional exhaustion leads to lower job satisfaction. This research aligns with the view (Nikolova et al., 2019) that emotional exhaustion reduces employees' ability to manage and meet emotional demands at work. Therefore, current emotional exhaustion among bank employees impacts job satisfaction. Additionally, the results confirm the first hypothesis that compensation still has a negative effect on job satisfaction. This finding is consistent with previous studies including Diantari & Netra, 2021; Aldian et al., 2021; and Farisi & Siswadi, 2022. This indicates that emotional exhaustion among bank employees stems from workload, time pressure, and role stress, consistently leading to job dissatisfaction.

The discussion above informs banking institutions that employees still experience emotional exhaustion, significantly negatively affecting job satisfaction, which is a more dominant factor than compensation. Therefore, banks in South Halmahera Regency need to reassess job descriptions and workloads, linking them with compensation systems and banking performance management.

Conclusion

The conclusions drawn from this study include: Compensation has a significant negative impact on job satisfaction among bank employees in South Halmahera Regency, indicating that an increase in compensation also increases satisfaction with the job provided, and vice versa. Emotional exhaustion significantly negatively impacts job satisfaction among bank employees in South Halmahera Regency, meaning that if employees experience emotional exhaustion, job satisfaction declines, whereas if they do not experience emotional exhaustion, job satisfaction increases. Compensation and Emotional Exhaustion significantly influence job satisfaction among bank employees in South Halmahera Regency, indicating that better compensation provision and absence of emotional exhaustion lead to higher job satisfaction among employees.

Suggestions

In the future, banks in South Halmahera, Maluku Province, need to redesign their compensation systems, particularly incentives or performance-based payments. While challenging, this is crucial for maintaining employee job satisfaction in the future. The revised compensation system should be aligned with performance standards and internal compensation management within the banking sector. Additionally, banks should conduct job analyses and involve employees in determining incentives fairly and without discrimination.

From the employees' perspective, achieving banking performance goals is not solely the responsibility of company management but also requires support from employees at all levels. Therefore, employees need to understand the causes of emotional exhaustion and view each emotional experience as new information or knowledge. This means employees must independently manage their emotions to support the company, enabling them to synergize with corporate strategies in achieving individual, group, and organizational goals.

This study also lays groundwork for future research. Researchers should investigate employees' perceptions of compensation in more specific terms, especially non-financial compensation, in relation to job satisfaction, employee performance, and banking performance. Non-financial compensation has been shown to have the potential to enhance employee performance.

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