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**Compensation, Spiritual Motivation, and Job Satisfaction:  
A Case Study of Sumsel Babel Sharia Bank**

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**Abstract:** This study aims to determine the effect of compensation and spiritual motivation on employee job satisfaction at Sumsel Babel Sharia Bank. The unit of analysis in this study were the employees at Sumsel Babel Sharia Bank with the population of 245 people. The population is employees at the Sumsel Babel Sharia Bank with permanent employee status. By using the Slovin formula and the stratified proportional random sampling method, 152 people were chosen as samples and respondents in this study. The results showed that compensation had a positive and significant effect on job satisfaction. In line with these results, spiritual motivation also had a positive and significant effect on job satisfaction. The results also indicates that compensation and spiritual motivation together had positive and significant effect on employee job satisfaction.

**Keywords:** Compensation; Spiritual Motivation; Job Satisfaction; Sharia Bank

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## **Introduction**

Human resources (HR) as the main non-material capital in an organization is a very important asset in realizing the existence of an organization (Armstrong, 2002). Every organization strives to maintain every human resource within the organization, with the aim of avoiding turnover.

Turnover is unwanted by an organization. HR turnover rate is an intense and important discussion today, even in the future, because organizations cannot develop without human resources, especially HR with good track records and certain skills that are needed by the organizations.

In the period of 2016 to 2017, the number of employees at several banks in Indonesia has decreased (Laucereno, 2017). This phenomenon also occurs in Sumsel Babel Sharia Bank, where the number of HR turnover has increased in the last three years. In 2017, the

number of HR turnover at Sumsel Babel Sharia Bank increased by 100% compared to 2016. This shows that the phenomenon of increasing HR turnover is experienced by Sumsel Babel Sharia Bank.

Turnover intention is the major predictor of real turnover behavior (Griffeth, Hom, & Gaertner, 2000). Turnover intention can be influenced by job satisfaction (Simone, Planta, & Cicotto, 2013; Tnay et al., 2013; Youcef, Ahmed, & Ahmed, 2016). Job satisfaction is one of the important factors that can influence the employee's decision to quit or continue working in an organization. Factors that can influence job satisfaction are compensation (Ijigu, 2015; Gopinath, 2016; Nurun et al., 2016) and spiritual motivation (Komalasari, 2013).

This study aims to determine the effect of compensation and spiritual motivation on job satisfaction of employees at Sumsel Babel Sharia Bank. This study uses the proposition of compensation and spiritual motivation variable concept and analyzes its influence on job satisfaction, where the concept of this study is quite limited, especially in the unit of analysis of Sumsel Babel Sharia Bank. Therefore, this research is expected to be a reference for further research.

## **Literature Review**

### *Equity Theory*

This theory was put forward by Adams (1965). The principle of this theory is that people will feel satisfied or dissatisfied, depending on whether he felt fairness (equity) or not upon a certain situation. According to this theory, equity consists of two elements, namely input and outcomes.

Input, which is every valuable thing felt by the employees as a contribution to their work. In this case, employees contribute an input to the organization in the form of performance. Outcomes, which are every valuable thing that is felt by the employees as a result of their work. In this case, the result of outcomes received by the employees is in the form of compensation. Employees who are paid according to their work will have job satisfaction because the element of equity is fulfilled. Therefore, compensation has an effect on job satisfaction.

### *The Hierarchy of Needs Theory*

The hierarchy of needs theory was stated by Maslow (1954). Maslow separates five needs into higher and lower order. Physiological needs and security, which are the initial needs, are the lower order of needs. Then, social needs, rewards, and self-actualization are the higher order of needs. The higher order of needs is filled internally within an individual while the lower order of needs is mostly satisfied externally by rewards, for example, salaries, union contract and tenure.

Employees are motivated to meet these needs. If these needs can be met by the organization or company where the employee works, it will lead to employee job satisfaction (Robbins & Judge, 2016). In this case, motivation has an influence on job satisfaction.

### ***Job Satisfaction***

Job satisfaction is defined as the extent to which people like or dislike their work (Spector, 1997). Newstrom & Davis (2001) suggest that job satisfaction is a feeling of being happy or unhappy about one's work. Vroom (1964) states that job satisfaction is an assessment by workers on the extent to which the overall work satisfies their needs. Smith, Kendall & Hullin (1969) measure job satisfaction by using The Job Descriptive Index (JDI) which includes satisfaction with the job itself, salary, supervisor supervision, colleagues, and promotion opportunities.

Satisfaction with work is achieved when the work of an employee is in accordance with the interests and abilities of the employee himself. Workers tend to have jobs that provide them the opportunity to use their skills and abilities, offer a variety of tasks, freedoms and feedbacks about how well their work is done. Less challenging jobs tend to be boring while too challenging jobs tend to be frustrating and grow a sense of failure. Under moderate-challenging conditions, most workers will experience pleasure, satisfaction, and pride in their work.

Satisfaction with salaries deals with the condition when the employee feels that the salary or wages he receives are in accordance with his workload and balanced with other employees working in the organization. Workers tend to demand an income system that is believed to be fair and in line with their expectations. When workers assume that the income received, including benefits, is equal to the demands of work and level of expertise and applied equally to other workers, satisfaction will arise. Rewards are also in the form of facilities provided by the organization. Hospital facilities, leave, pension funds, or housing is the standard facilities for a position and if they can be fulfilled, it will cause satisfaction.

Employees will feel satisfaction with supervisor's supervision when they feel that they have a supervisor who is able to provide technical assistance and motivation. Employees will feel satisfaction with colleagues when employees are satisfied with colleagues who are able to provide technical assistance and social encouragement. Employees also will feel satisfaction with promotion opportunity when there are opportunities to improve their position in the organizational structure.

According to Kreitner & Kinicki (2010), there are five factors that can influence the emergence of job satisfaction, namely 1) Need fulfillment, where this model is intended that satisfaction is determined by the level of job characteristics providing opportunities for individuals to meet their needs. 2) Discrepancies, this model states that satisfaction is a result to meet expectations. Fulfillment of expectations reflects the difference between what is expected and what individuals get from work. If expectations are greater than what is received, people will be dissatisfied. Conversely, it is estimated that individuals will be satisfied if they receive benefits above expectations. 3) Value attainment, the idea of value attainment is that satisfaction is a result of the perception of work that provides fulfillment of important individual work values. 4) Equity, in this model it is intended that satisfaction is a function of how fairly individuals are treated in the workplace. Satisfaction is the result of people's perceptions that the comparison between work results and inputs is relatively

more profitable than the comparison between other work outputs and inputs. 5) Dispositional/genetic components, some colleagues or friends seem satisfied with variations in the work environment, while others seem dissatisfied. This model is based on the belief that job satisfaction is partly a function of personality traits and genetic factors. The model implies that individual differences only have an important meaning to explain job satisfaction as well as the characteristics of the work environment.

### ***Compensation***

Werther & Davis (1996) defines compensation as “what workers receive as an exchange for his contribution to the organization”. According to Milkovich & Newman (2005) compensation refers to all forms of financial returns and tangible services and benefits of employees receive compensation as part of an employment relationship. Compensation is anything that is given by the organization to employees, as remuneration or compensation for the performance produced by employees, for the benefit of the organization. Dessler (2010) measures compensation indicators into three, which are salary, benefits, and facilities. Good compensation in an organization will increase employee satisfaction (Ijigu, 2015; Gopinath, 2016; Nurun et al., 2016).

Compensation given by the organization to employees can be classified into several types. Dessler (2010) suggests that compensation can generally be divided into two types, namely direct and indirect compensation. Direct compensation is compensation given to employees in return for the work he does for the company. For example salaries, incentives, bonuses, and benefits.

Whereas indirect compensation is giving compensation to employees as a company effort to improve employee welfare. Of course, this compensation is not directly related to the work carried out by the employee, for example, facilities, and services provided by the company.

### ***Spiritual Motivation***

Bakran & Adz-Dzakiey (2006) argues that spiritual motivation is a natural impulse for humans to fulfill spiritual needs. In the Quran, spiritual motivation is a motivation the natural foundation of which lies in the attitude towards human creation. Basically, humans have motivation from the bottom of their hearts which encourages them to think and know their Creator and the Creator of the universe. Then, this encourages people to worship and take refuge to ask for help from Allah. This creates a sense of security and peace for the protection and supervision from God (Najati, 2001).

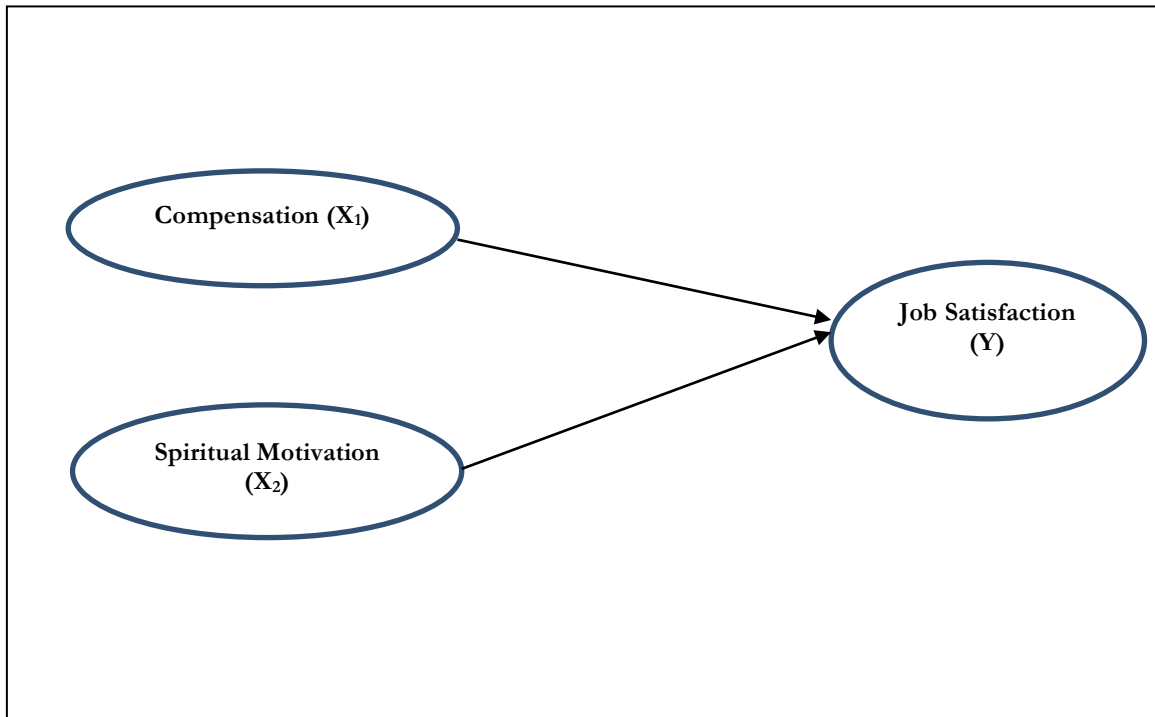
Humanistic approach recognizes the existence of religion. Maslow in his theory reveals the concept of metamotivation outside the five hierarchy of needs. Mystical or peak experience is part of metamotivation that describes religious experience, the situation in which humans experience very deep religious experiences. Personal is detached from physical reality and unites with transcendental power. According to Maslow, this level is part of human perfection (Ancok, 1995). Anshari (2004) revealed that spiritual motivation is divided into three, i.e. faith motivation, worship motivation, and *muamalah* motivation. A research conducted by Komalasari (2013) reveals that spiritual motivation influences job

satisfaction. Komalasari (2013) revealed that work is part of worship, so employees have a strong spiritual motivation in work and have job satisfaction.

### *Conceptual Framework*

The conceptual framework in this study is presented in Figure 1. below.

Figure 1. **Conceptual framework of the research**



### *Research Hypothesis*

Based on literature studies, the hypothesis of this study are:

1. Compensation influences employee job satisfaction at Sumsel Babel Sharia Bank.
2. Spiritual motivation influences employee job satisfaction at Sumsel Babel Sharia Bank.
3. Compensation and spiritual motivation together influence employee job satisfaction at Sumsel Babel Sharia Bank.

### **Methods**

#### *Population and Sample*

The population in this study were all employees at Sumsel Babel Sharia Bank. The number of population is 245 people. The number of samples was taken using the Slovin method, as follows:

$$n = \frac{N}{1 + Ne^2}$$

With  $e = 5\%$  and a population of 245 employees, the number of samples taken was:

$$n = \frac{245}{1 + 245(0.05)^2} = 152$$

Hence, the number of samples taken and made as respondents in this study was 152 employees. The sampling technique used was the determination of samples by proportional stratified random sampling method.

### *Data Collection Method*

The data used in this study are primary data, which is collected directly from the source. In this research, the respondents who became the samples are the employees of Sumsel Babel Sharia Bank.

### *Instruments and Analytical Techniques*

The instruments used to measure research variables are as follows:

1. Compensation: The instrument used to measure compensation is a questionnaire developed by Dessler (2010) which consists of the following dimensions: salary, benefits, and facilities. The questionnaire consists of 10 statements measured using a five-point Likert scale (1-5) that representing strongly disagree (SD), disagree (D), neutral (N), agree (A), strongly agree (SA).
2. Spiritual motivation: The instrument used to measure spiritual motivation is a questionnaire developed by Ansari (2004) and Komalasari (2013) which consists of the following dimensions: faith motivation, worship motivation, and *muamalah* motivation. The questionnaire consists of 10 statements measured using a five-point Likert scale (1-5) that representing strongly disagree (SD), disagree (D), neutral (N), agree (A), strongly agree (SA).
3. Job satisfaction: The instrument used to measure job satisfaction is a questionnaire developed by Job Description Index (Smith, Kendall, & Hullin, 1969) consisting of dimensions as follows: job satisfaction, salary, promotion opportunities, supervision, and colleagues. The questionnaire consists of 20 statements measured using a five-point Likert scale (1-5) that representing strongly disagree (SD), disagree (D), neutral (N), agree (A), strongly agree (SA).

After the data from the questionnaire was obtained, an instrument test consisting of validity and reliability tests were carried out. After that, classic assumption test and hypothesis testing were also carried out.

## **Findings**

The analysis of respondent’s profiles in this study uses frequency analysis, where the composition of respondents can be seen. This analysis is presented in the form of a frequency distribution table, which is based on gender, age, education level, working unit, and working period. Frequency analysis can be used to see how the description of the respondents studied. In this study, the number of respondents studied was 152 people. Table 1 presents the distribution data of respondents by gender.

**Table 1. Distribution of respondents based on gender**

Gender	F	%
Male	85	55.9
Female	67	44.1
Total	152	100.0

Source: Processed Primary Data (2018)

Table 1 displays the respondents based on gender. From the 152 respondents, the majority of respondents were male, where the number of whom was 85 people (55.9%), while female respondents were 67 people (44.1%). Next is the distribution of respondents based on age in Table 2 below.

**Table 2. Distribution of respondents based on age**

Age	F	%
≤20 years	1	0.7
21-30 years	90	59.2
31-40 years	42	27.6
41-50 years	13	8.6
> 50 years	6	3.9
Total	152	100.0

Source: Processed Primary Data (2018)

Table 2 describes the respondent based on age, where the majority of respondents aged between 21 up to 30 years, the number of whom was 90 people (59.2%). Respondents aged 31 to 40 years were 42 people (27.6%), 41 to 50 years were 13 people (8.6%), above 50 years were 6 people (3.9%), and under 20 years was 1 person (0.7%). After identifying the profile of respondents based on age, Table 3 presents the distribution of respondents based on level of education.

**Table 3. Distribution of respondents based on level of education**

Level of education	F	%
High school	29	19.1
DI	1	0.7
DIII	23	15.1
Bachelor	87	57.2
Master	11	7.2
Doctoral	1	0.7

Total	152	100.0
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Source: Processed Primary Data (2018)

Table 3 displays the respondent based on level of education. From 152 respondents, the majority was S1 (bachelor degree) with 87 people (57.2%), followed by respondents from high school education with 29 people (19.1%). Respondents with DIII education level were 23 people (15.1%), S2 (master degree) were 11 people (7.2%), DI education level was 1 person (0.7%), and S3 (doctoral degree) education level was 1 person (0.7%). Next is the distribution of respondents based on working units in Table 4 below.

Table 4. **Distribution of respondents based on working units**

Working unit	F	%
Financing	43	28.3
Funding	50	32.9
General	59	38.8
Total	152	100.0

Source: Processed Primary Data (2018)

Table 4 above describes the respondent based on the working unit. The majority of respondents were placed in general working unit showing 59 people (38.8%), while the respondents placed in funding working unit were 50 people (32.9%), and financing working unit were 43 people (28.3%). Next, table 5 presents the distribution of respondents based on years of service.

Table 5. **Distribution of respondents based on working period**

Years of service	F	%
≤ 5Year	97	63.8
6-15 years	38	25.0
16-25 years	13	8.6
> 25 years	4	2.6
Total	152	100.0

Source: Processed Primary Data (2018)

Table 5 shows the respondents based on working period. Most respondents worked ≤ 5 years showing 97 people (63.8%). Respondents with a working period of 6 to 15 years were 38 people (25.0%), 16 to 25 years were 13 people (8.6%), and more than 25 years were 4 people (2.6%). Furthermore, the results of the analysis of the frequency distribution of the questionnaire instruments distributed to respondents are presented in the following table 6.

Table 6. **Frequency distribution of statements regarding compensation**

No	Statement	SD	D	N	A	SA	Average
1	The basic salary received from the organization can meet family needs.	11 7.2%	53 34.9%	58 38.2%	30 19.7%	0 0.0%	2.703



2	The basic salary received from the organization can fulfill the basic needs of life.	0 0.0%	28 18.4%	54 35.5%	59 38.9%	11 7.2%	3.348
3	The basic salary received from the organization is in accordance with the workload that you are running.	1 0.7%	14 9.2%	50 32.9%	84 55.2%	3 2.0%	3.486
4	You get monthly salary payments from the organization punctually.	1 0.7%	27 17.8%	45 29.6%	75 49.3%	4 2.6%	3.355
5	The benefits you receive from the organization are worth the workload.	2 1.3%	12 7.9%	69 45.4%	65 42.8%	4 2.6%	3.375
6	The benefits that you get now are fair.	2 1.3%	21 13.8%	53 34.9%	57 37.5%	19 12.5%	3.460
7	The amount of risk and responsibility for work is in accordance with the benefits that you currently receive.	0 0.0%	1 0.7%	26 17.1%	95 62.5%	30 19.7%	4.013
8	The work space provided by the organization is quite representative, to carry out work activities.	12 7.9%	66 43.4%	34 22.4%	38 25.0%	2 1.3%	2.684
9	The organization provide work facilities and infrastructure that support in completing work tasks.	5 3.3%	45 29.6%	55 36.2%	43 28.3%	4 2.6%	2.974
10	The organization provides adequate places of worship for employees.	4 2.6%	4 2.6%	32 21.1%	64 42.1%	48 31.6%	3.973
	Overall Average Percentage						3.337
	Explanation						<b>High</b>

Source: Processed Primary Data (2018)

Based on table 6 above, the analysis of frequency distribution for compensation variable is in the high category with an overall average value of 3,337 on a scale of 1-5. This shows that the compensation provided by the Sumsel Babel Sharia Bank to its employees has been quite good in all dimensions of compensation. In detail, it can be seen from the respondent's answers as follows:

1. Respondents' response to the statement "The basic salary received from the organization can meet family needs", the majority of respondents as much as 38.2% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing the basic salary adequacy in meeting their family's needs.
2. Respondents' response to the statement "The basic salary received from the organization can fulfill the basic needs of life", the majority of respondents as much as 38.9% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the basic salary they received could meet basic living needs.
3. Respondents' response to the statement "The basic salary received from the organization is in accordance with the workload that you are running", the majority of respondents as much as 55.2% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the basic salary they received from the organization is in accordance with the workload that you are running.

4. Respondents' response to the statement "You get monthly salary payments from the organization punctually", the majority of respondents as much as 49.3% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they get monthly salary payments from the organization punctually.
5. Respondents' response to the statement "The benefits you receive from the organization are worth the workload", the majority of respondents as much as 45.4% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing the benefits their receive from the organization are worth the workload.
6. Respondents' response to the statement "The benefits that you get now are fair", the majority of respondents as much as 37.5% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the benefits that they get now are fair.
7. Respondents' response to the statement "The amount of risk and responsibility for work is in accordance with the benefits that you currently receive", the majority of respondents as much as 62.5% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the amount of risk and responsibility for work is in accordance with the benefits that they currently receive.
8. Respondents' response to the statement "The work space provided by the organization is quite representative, to carry out work activities", the majority of respondents as much as 43.4% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that the work space provided by the organization is quite representative, to carry out work activities.
9. Respondents' response to the statement "The organization provide work facilities and infrastructure that support in completing work tasks", the majority of respondents as much as 36.2% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing the organization provide work facilities and infrastructure that support in completing work tasks.
10. Respondents' response to the statement "The organization provides adequate places of worship for employees", the majority of respondents as much as 42.1% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the organization provides adequate places of worship for employees.

**Table 7. Frequency distribution of statements regarding spiritual motivation**

No	Statement	SD	D	N	A	SA	Average
1	I always remember God especially when working and producing.	2 1.3%	28 18.4%	50 32.9%	63 41.5%	9 5.9%	3.322
2	Reading the Al-Quran always involves my mind to increase intellectual and scientific and technological knowledge.	5 3.3%	57 37.5%	70 46.1%	18 11.8%	2 1.3%	2.703
3	I try to practice the commands and stay away from the prohibitions of the Messenger of Allah in the Prophet's Hadith.	6 3.9%	60 39.5%	58 38.2%	24 15.8%	4 2.6%	2.736
4	I always pray before and after doing daily work.	1 0.7%	45 29.6%	61 40.1%	43 28.3%	2 1.3%	3.000

5	I always take care and carry out prayers according to the appointed time.	5 3.3%	44 28.9%	69 45.4%	32 21.1%	2 1.3%	2.881
6	One of the consequences of prayer, I am obedient to the command and stay away from the prohibition of Allah SWT.	3 2.0%	55 36.2%	58 38.2%	36 23.6%	0 0.0%	2.835
7	During the month of Ramadan, I always fasted.	2 1.3%	14 9.2%	51 33.6%	77 50.6%	8 5.3%	3.493
8	Meeting primary needs is worship in Islamic teachings.	3 2.0%	72 47.4%	53 34.8%	21 13.8%	3 2.0%	2.664
9	Halal and haram in meeting secondary needs is received by faith.	0 0.0%	47 30.9%	53 34.8%	47 30.9%	5 3.4%	3.065
10	Religion has ordered us to work and produce as an obligation.	6 3.9%	66 43.4%	53 34.8%	24 15.9%	3 2.0%	2.684
	Overall Average Percentage						2.938
	Explanation						<b>Average</b>

Source: Processed Primary Data (2018)

Based on table 7 above, the analysis of frequency distribution for spiritual motivation variable is in the average category with an overall average value of 2,938 on a scale of 1-5. This shows that the spiritual motivation felt by the Sumsel Babel Sharia Bank employees is sufficient in all dimensions of spiritual motivation. In detail, it can be seen from the respondent's answers as follows:

1. Respondents' response to the statement "I always remember God especially when working and producing", the majority of respondents as much as 41.5% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they always remember God especially when working and producing.
2. Respondents' response to the statement "Reading the Al-Quran always involves my mind to increase intellectual and scientific and technological knowledge", the majority of respondents as much as 46.1% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that reading the Al-Quran always involves their mind to increase intellectual and scientific and technological knowledge.
3. Respondents' response to the statement "I try to practice the commands and stay away from the prohibitions of the Messenger of Allah in the Prophet's Hadith", the majority of respondents as much as 39.5% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that they try to practice the commands and stay away from the prohibitions of the Messenger of Allah in the Prophet's Hadith.
4. Respondents' response to the statement "I always pray before and after doing daily work", the majority of respondents as much as 40.1% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they always pray before and after doing daily work.
5. Respondents' response to the statement "I always take care and carry out prayers according to the appointed time", the majority of respondents as much as 45.4% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they always take care and carry out prayers according to the appointed time.

6. Respondents' response to the statement "One of the consequences of prayer, I am obedient to the command and stay away from the prohibition of Allah SWT", the majority of respondents as much as 38.2% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that one of the consequences of prayer, they are obedient to the command and stay away from the prohibition of Allah SWT.
7. Respondents' response to the statement "During the month of Ramadan, I always fasted", the majority of respondents as much as 50.6% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that during the month of Ramadan, they always fasted.
8. Respondents' response to the statement "Meeting primary needs is worship in Islamic teachings", the majority of respondents as much as 47.4% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that meeting primary needs is worship in Islamic teachings
9. Respondents' response to the statement "Halal and haram in meeting secondary needs is received by faith", the majority of respondents as much as 34.8% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that halal and haram in meeting secondary needs is received by faith.
10. Respondents' response to the statement "Religion has ordered us to work and produce as an obligation", the majority of respondents as much as 43.4% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that religion has ordered them to work and produce as an obligation.

**Table 8. Frequency distribution of statements regarding job satisfaction**

No	Statement	SD	D	N	A	SA	Average
1	My job is very pleasant for me.	10 6.6%	50 32.9%	63 41.4%	29 19.1%	0 0.0%	2.730
2	I feel there are challenges to the work that I do.	0 0.0%	29 19.1%	55 36.2%	58 38.1%	10 6.6%	3.322
3	I can develop my potential in the organization freely.	1 0.7%	15 9.9%	50 32.9%	83 54.5%	3 2.0%	3.474
4	My job gives responsibility to me.	1 0.7%	26 17.1%	50 32.9%	73 48.0%	2 1.3%	3.325
5	The salary that I receive can fulfill my daily life.	1 0.7%	11 7.2%	70 46.1%	66 43.4%	4 2.6%	3.401
6	The salary provided is in accordance with the applicable minimum payment (UMR) provision standards.	2 1.3%	22 14.5%	58 38.2%	54 35.5%	16 10.5%	3.395
7	The salary provided is in accordance with the workload that I have done.	0 0.0%	1 0.7%	27 17.8%	96 63.1%	28 18.4%	3.993
8	I feel satisfied with the salary given by the organization.	12 7.9%	67 44.1%	40 26.3%	31 20.4%	2 1.3%	2.632
9	I got the same opportunity with other employees to be promoted.	5 3.3%	46 30.3%	55 36.2%	42 27.6%	4 2.6%	2.961
10	I feel that the promotion given is as expected.	4 2.6%	4 2.6%	34 22.4%	67 44.1%	43 28.3%	3.928

11	I have the opportunity to expand my expertise.	1 0.7%	26 17.1%	52 34.2%	64 42.1%	9 5.9%	3.355
12	Supervisor provide opportunities to accept greater responsibilities.	5 3.3%	59 38.8%	69 45.5%	17 11.1%	2 1.3%	2.684
13	I get supervision from my supervisor in carrying out the work.	6 3.9%	58 38.2%	60 39.5%	24 15.8%	4 2.6%	2.750
14	I communicate well with my supervisor.	1 0.7%	45 29.6%	63 41.4%	41 27.0%	2 1.3%	2.987
15	I got input from my supervisor, related to my job.	5 3.3%	44 29.0%	72 47.3%	30 19.7%	1 0.7%	2.855
16	I feel my supervisor is paying attention to my work.	3 2.0%	56 36.9%	59 38.7%	34 22.4%	0 0.0%	2.816
17	I have a good relationship with the workmate.	2 1.3%	15 9.9%	49 32.2%	79 52.0%	7 4.6%	3.487
18	I work with workmate in completing work that is team-work.	3 2.0%	75 49.3%	54 35.5%	17 11.2%	3 2.0%	2.618
19	I get support from the workmate.	0 0.0%	50 32.9%	54 35.5%	44 29.0%	4 2.6%	3.013
20	I felt a mutual helping attitude between coworkers.	7 4.6%	65 42.8%	56 36.8%	21 13.8%	3 2.0%	2.658
	Overall Average Percentage						3.119
	Explanation						<b>High</b>

Source: Processed Primary Data (2018)

Based on table 8 above, the analysis of frequency distribution for job satisfaction variable is in the high category with an overall average value of 3.119 on a scale of 1-5. This shows that the job satisfaction felt by the Sumsel Babel Sharia Bank employees is quite good in all dimensions of job satisfaction. In detail, it can be seen from the respondent's answers as follows:

1. Respondents' response to the statement "My job is very pleasant for me", the majority of respondents as much as 41.4% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that their job is very pleasant for them.
2. Respondents' response to the statement "I feel there are challenges to the work that I do", the majority of respondents as much as 38.1% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they feel there are challenges to the work that they do.
3. Respondents' response to the statement "I can develop my potential in the organization freely", the majority of respondents as much as 54.5% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they could develop their potential in the organization freely.
4. Respondents' response to the statement "My job gives responsibility to me", the majority of respondents as much as 48.0% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that their job gives responsibility to them.
5. Respondents' response to the statement "The salary that I receive can fulfill my daily life", the majority of respondents as much as 46.1% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that the salary that they receive can fulfill their daily life.

6. Respondents' response to the statement "The salary provided is in accordance with the applicable minimum payment (UMR) provision standards", the majority of respondents as much as 38.2% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that the salary provided is in accordance with the applicable minimum payment (UMR) provision standards.
7. Respondents' response to the statement "The salary provided is in accordance with the workload that I have done", the majority of respondents as much as 63.1% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that the salary provided is in accordance with the workload that they have done.
8. Respondents' response to the statement "I feel satisfied with the salary given by the organization", the majority of respondents as much as 44.1% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that they feel satisfied with the salary given by the organization.
9. Respondents' response to the statement "I got the same opportunity with other employees to be promoted", the majority of respondents as much as 36.2% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they got the same opportunity with other employees to be promoted.
10. Respondents' response to the statement "I feel that the promotion given is as expected", the majority of respondents as much as 44.1% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they feel that the promotion given is as expected.
11. Respondents' response to the statement "I have the opportunity to expand my expertise", the majority of respondents as much as 42.1% choose agree. This shows that the Sumsel Babel Sharia Bank employees agreed that they have the opportunity to expand their expertise.
12. Respondents' response to the statement "Supervisor provide opportunities to accept greater responsibilities", the majority of respondents as much as 45.5% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that supervisor provide opportunities to accept greater responsibilities.
13. Respondents' response to the statement "I get supervision from my supervisor in carrying out the work", the majority of respondents as much as 39.5% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they get supervision from their supervisor in carrying out the work.
14. Respondents' response to the statement "I communicate well with my supervisor", the majority of respondents as much as 41.4% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they communicate well with their supervisor.
15. Respondents' response to the statement "I got input from my supervisor, related to my job", the majority of respondents as much as 47.3% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they got input from their supervisor, related to their job.
16. Respondents' response to the statement "I feel my supervisor is paying attention to my work", the majority of respondents as much as 38.7% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they feel their supervisor is paying attention to their work.
17. Respondents' response to the statement "I have a good relationship with the workmate", the majority of respondents as much as 52.0% choose agree. This

shows that the Sumsel Babel Sharia Bank employees agreed that they have a good relationship with the workmate.

18. Respondents' response to the statement "I work with workmate in completing work that is team-work", the majority of respondents as much as 49.3% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that they work with workmate in completing work that is team-work.
19. Respondents' response to the statement "I get support from the workmate", the majority of respondents as much as 35.5% choose neutral. This shows that the Sumsel Babel Sharia Bank employees choose neutral in expressing that they get support from the workmate.
20. Respondents' response to the statement "I felt a mutual helping attitude between coworkers", the majority of respondents as much as 42.8% choose disagree. This shows that the Sumsel Babel Sharia Bank employees disagreed that they felt a mutual helping attitude between coworkers.

After knowing the frequency distribution analysis of each variable in this study, the next step is instrument tests, namely validity and reliability. For  $df = n - 2 = 152 - 2 = 150$  with a significance level of 5%, the table value of  $r$  was 0.1593. Table 9 shows the results of the variable validity test in this study using the product moment correlation technique from Karl Pearson.

**Table 9. Test results for validity of research instruments**

Variable	Dimension	Item	Validity coefficient	R table value	Information	
Compensation	Salary	P1	0.745	0.1593	Valid	
		P2	0.482	0.1593	Valid	
		P3	0.439	0.1593	Valid	
		P4	0.608	0.1593	Valid	
	Benefits	P5	0.747	0.1593	Valid	
		P6	0.649	0.1593	Valid	
		P7	0.396	0.1593	Valid	
		P8	0.472	0.1593	Valid	
		Facilities	P9	0.354	0.1593	Valid
			P10	0.583	0.1593	Valid
Spiritual motivation	Faith motivation	P1	0.733	0.1593	Valid	
		P2	0.510	0.1593	Valid	
		P3	0.481	0.1593	Valid	
	Worship Motivation	P4	0.579	0.1593	Valid	
		P5	0.403	0.1593	Valid	
		P6	0.606	0.1593	Valid	
		P7	0.464	0.1593	Valid	
		Muamalah Motivation	P8	0.538	0.1593	Valid
			P9	0.506	0.1593	Valid
			P10	0.615	0.1593	Valid
Jobsatisfaction	Satisfaction with work	P1	0.351	0.1593	Valid	
		P2	0.441	0.1593	Valid	
		P3	0.474	0.1593	Valid	
		P4	0.530	0.1593	Valid	
	Satisfaction with salary	P5	0.357	0.1593	Valid	
		P6	0.554	0.1593	Valid	
		P7	0.294	0.1593	Valid	
		P8	0.296	0.1593	Valid	
		P9	0.408	0.1593	Valid	

promotions	P10	0.444	0.1593	Valid
	P11	0.479	0.1593	Valid
	P12	0.319	0.1593	Valid
	P13	0.532	0.1593	Valid
Satisfaction with supervision	P14	0.427	0.1593	Valid
	P15	0.355	0.1593	Valid
	P16	0.524	0.1593	Valid
	P17	0.498	0.1593	Valid
Satisfaction with colleagues	P18	0.362	0.1593	Valid
	P19	0.501	0.1593	Valid
	P20	0.580	0.1593	Valid

Source: Processed Primary Data (2018)

Table 9 shows that all items in the questionnaire instrument of compensation, spiritual motivation, and job satisfaction variables are considered valid because the Pearson validity coefficient value of all the statements is greater than the r table value of 0.1593. After that, the reliability test, in which an instrument is considered reliable if the Cronbach’s Alpha value of each item questionnaire statement is greater than 0.60, is carried out. Table 10 presents the results of the instrument reliability test for the variables in this study.

**Table 10. Results of Research instrument reliability test**

No.	Variable	Cronbach’s Alpha	Information
1	Compensation	0.737	Reliable
2	Spiritual motivation	0.784	Reliable
3	Job satisfaction	0.777	Reliable

Source: Processed primary data, 2018

Based on the results of the instrument reliability test in Table 10, all the variables in this study are considered reliable because the value of Cronbach’s Alpha of each research variable is above 0.60. After testing the validity and reliability, the next step is to perform a classic assumption test consisting of multi-collinearity tests, heteroscedasticity, and auto correlation. Table 11 below presents the results of multi-collinearity tests.

**Table 11. Results of multi-collinearity test**

No.	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Compensation	0.865	1.155
2	Spiritual Motivation	0.865	1.155

a. Dependent Variable: Job Satisfaction

Source: Processed primary data, 2018

Table 11 shows that the Tolerance value of the whole independent variables is above 0.10 and the VIF value of the entire independent variables is below 10. This means that there is no multi-collinearity problem in this study. Next, the heteroscedasticity test results are presented in the following table 12.

**Table 12. Results of heteroscedasticity test**



No.	Variable	Significance
1	Compensation	0.588
2	Spiritual Motivation	0.384

a. Dependent Variable: RES\_2

Source: Processed primary data, 2018

Table 12 shows that all the significant values of the independent variables are greater than 0.05. This shows that there are no heteroscedasticity problems in this study. After obtaining the results of heteroscedasticity test, the next step is to do the autocorrelation test. This test is performed by looking at the Durbin Watson (DW) value. If  $dU < DW < 4 - dU$  there is no autocorrelation in the research regression model. The autocorrelation test of the compensation regression model and spiritual motivation on job satisfaction resulted in Durbin Watson's value of 1.980. The Durbin Watson table for 2 independent variables and 152 respondents shows the values of  $dL = 1.7083$  and  $dU = 1.7616$ .

$$dU < DW < 4 - dU$$

$$1.7616 < \mathbf{1.980} < 2.2384 \text{ (there is no autocorrelation)}$$

Based on the autocorrelation test above, it was found that there was no autocorrelation in this research model. After the research model is considered good from the classic assumption test, then hypothesis testing is carried out using multiple hypothesis testing. Table 13 below shows the results of the partial regression test in this study.

Table 13. Results of partial regression of independent variables

Model	Partial t test			ANOVA		R Square
	B	t	Sig.	F	Sig.	
(Constant)	18.369	3.701	0.000			
Compensation	1.025	7.742	0.000	51.108	0.000	0.47
Spiritual Motivation	0.425	3.210	0.002			

a. Dependent Variable: Job Satisfaction

Source: Processed primary data, 2018

Table 13 shows the results of the partial regression test of the independent variables on the dependent variable. Based on table t, the value of t table for  $df = 152 - 2 = 150$  with the significance of 5% is equal to 1.97591 while the F value of the table is known at 2.66. Based on data from table 10 above, the hypothesis test results are obtained as follows:

1. Compensation has a positive and significant effect on job satisfaction, where the value of t count (7.742) is greater than that of t table (1.9751) and the significance value of 0.000 is smaller than 0.05. This shows that the first hypothesis is accepted.
2. Spiritual motivation has a positive and significant effect on job satisfaction, where the value of t count (3.210) is greater than t table (1.9751) and a significance value of 0.000 is smaller than 0.05. This shows that the second hypothesis is accepted.
3. Compensation and spiritual motivation together have a positive and significant effect on job satisfaction, where the value of F count (51.108) is greater than the value of F table (2.66) and the significance value of 0.000 is smaller than 0.05. This indicates that the third hypothesis is accepted.

4. The value of R Square is 0.47%, meaning that the effect of compensation and spiritual motivation on job satisfaction is 47%. The remaining 53% is influenced by other variables outside of this study.

The results showed that compensation had a positive effect on job satisfaction. These results support the equity theory proposed by Adams (1965), where employees who get fair compensation in accordance with the workload will have job satisfaction. The results of this study also supports previous research performed by the Ijigu (2015), Gopinath (2016), and Nurun et al. (2016). Ijigu (2015) conducted a study on the effect of measuring variables of human resources management practices on job satisfaction. One of the independent variables used was compensation. The results of research conducted by Ijigu (2015) showed that compensation had a positive effect on employee job satisfaction at Commercial Banks in Ethiopia. Gopinath (2016) conducted research on the effects of human resources management variables, including compensation, on job satisfaction. The results of the Gopinath (2016) study showed that compensation had a positive effect on job satisfaction. In line with those studies, Nurun et al. (2016) conducted a study also on the influence of the variables of human resources management, including compensation, to job satisfaction of employees at Banks in Bangladesh. The result was that compensation had a positive effect on employee job satisfaction at Banks in Bangladesh.

The results of this study also show that spiritual motivation has a positive effect on job satisfaction. These results support the hierarchy of needs theory proposed by Maslow (1954). Maslow in his theory revealed the concept of metamotivation outside the five hierarchy of needs. Mystical or peak experience is part of metamotivation that describes religious experience, where in this situation, humans experience very deep religious experiences. Personal is detached from physical reality and unites with transcendental power. According to Maslow, this level is part of human perfection. The results of this study support the previous research conducted by Komalasari (2013). Komalasari (2013) conducted a study using spiritual motivation variables and analyzed their effects on job satisfaction. The results of the research conducted by Komalasari (2013) showed that spiritual motivation positively and significantly influenced job satisfaction.

## **Conclusion**

Based on the results of research and the explanation in the previous chapter, it can be concluded that compensation has a positive and significant effect on job satisfaction. In line with these results, spiritual motivation also has a positive and significant effect on job satisfaction. The results also show that compensation and spiritual motivation together have a positive and significant effect on employee job satisfaction.

This study has limitations in terms of the number of variables and units of analysis. Future studies are expected to be able to examine other variables that can affect employee job satisfaction, including the development of spiritual motivation variables. More units of analysis are expected to be a reference for further research, such as sharia insurance companies, sharia pawnshops, etc.

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