The Effect of Fixed Income And Variable Income on Employee Job Satisfaction Study: PT Barokah Mandiri Jaya

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Abstract

This study aims to analyze and empirically test the effect of Fixed Income and Variable Income on Job Satisfaction of PT Barokah Mandiri Jaya employees. This study is very important to understand the contribution of various forms of financial compensation in retention strategies and human resource management. This study uses a quantitative approach with a causal design. Primary data were collected through questionnaires distributed to 33 employee respondents. Data analysis was carried out using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method with the help of WarpPLS 8.0 software. The results of the SEM-PLS analysis indicate that Fixed Income and Variable Income have a positive and significant effect on Job Satisfaction, both partially and simultaneously. This finding confirms that the combination of compensation is an effective strategy, where fixed income provides a guarantee of financial stability and security, while variable income (such as incentives and bonuses) serves as a driving factor for motivation and rewards for performance.

INTRODUCTION

The energy and heavy construction industry, particularly those serving the oil and gas industry, has unique characteristics: it demands high levels of performance, operates in a high-risk environment, and requires superior human resources (HR). In this highly competitive business climate, the key to operational success and safety lies in a company's ability to retain a workforce that is not only skilled but also highly motivated and satisfied with its work. Compensation is a key managerial tool to achieve this goal. According to(Palupi & Nostalia, 2025), a perceived fair compensation scheme has a significant impact on satisfaction, which is an essential foundation for long-term productivity. Structurally, compensation is generally divided into two elements: fixed income as a guarantee of basic financial stability (such as base salary and benefits) and variable income, the amount of which is flexible and tied to individual or team performance achievements.(Handoko, 2013)PT Barokah Mandiri Jaya, a provider of heavy equipment rental services for the oil and gas industry, must ensure the effectiveness of its compensation system. However, there are indications of growing dissatisfaction within the company regarding the implementation of the compensation structure, which has the potential to hinder the achievement of optimal levels of job satisfaction.

The significance of compensation has been supported by various empirical findings, with previous studies often highlighting the specific role of each income component. On the one hand, fixed income serves as an essential hygiene factor, as explained in Herzberg's Two-Factor Theory. Research by(Sampe et al., 2022)confirms that basic salary has a positive and significant influence on performance, because the financial stability offered is a basic need that eliminates anxiety and becomes a foundation for growing satisfaction. This finding is in line with(Ridwan, 2023)which

also noted a positive correlation between salary and job satisfaction. On the other hand, irregular income acted as a primary motivator.(Aqidah & Munsir, 2022)concluded that providing incentives has a significant positive impact on improving performance, emphasizing that incentives are a powerful form of recognition for employee contributions. Noviana & Santoso (2024) further added that incentives can increase focus and work enthusiasm. Integratively, optimizing these two income components has been shown to increase employee satisfaction, which then positively correlates with overall performance improvement.(Jarkasih & Suhendar, 2024;Robbins & Judge, 2022;Saputra, 2022).

Although the literature has solidly demonstrated the benefits of compensation, this study seeks to address the existing gaps. First, most previous studies tend to examine compensation in isolation or in general. This study seeks to provide a novel contribution by empirically testing and comparing the simultaneous influence of fixed income and variable income on job satisfaction. The balance between financial security (fixed income) and motivational factors (incentives from variable income) is critical in this high-risk industry. Second, this study specifically focuses on PT Barokah Mandiri Jaya, addressing issues of internal dissatisfaction detected within the company. Thus, this empirical study not only contributes to the body of knowledge but also provides context-specific managerial diagnostics to assist companies in formulating more effective compensation policies.

Based on the gap analysis above, the main objective of this study is to empirically examine the relationship between Fixed Income and Variable Income with Employee Job Satisfaction at PT Barokah Mandiri Jaya. The novelty of this study lies in the application of the Structural Equation Modeling - Partial Least Squares (SEM-PLS) model using WarpPLS 8.0 to test the simultaneous causality model between hygiene factors and motivator factors in a company environment supporting the oil and gas sector. The results of this study are expected to be the basis for data-based policy recommendations for management to improve employee performance, retention, and welfare.

THEORETICAL REVIEW

Fixed Income

Fixed income is wages that are given regularly with a more stable value, such as basic salary and other fixed allowances.(Handoko, 2013)states that a steady income is the primary foundation of compensation, providing a sense of financial security for employees. With this stable income, employees can feel more secure, increase loyalty, and commit to their work, while also reducing anxiety about daily living expenses.(Akmal & Tamini, 2022)added that adequate fixed income can foster a sense of responsibility and employee loyalty towards the company.

Within the framework of Herzberg's Two Factor Theory, Fixed Income such as base salary and allowances are categorized as Hygiene Factors (Maintenance Factors). According to(Ir & Tarumingkeng, 2025)This factor is important because it is directly related to the adequacy of compensation for living expenses. Therefore, if this Fixed Income is low or not met, employees will immediately complain and experience dissatisfaction. However, this salary increase or fulfillment does not immediately increase work motivation, it only serves as a basis for eliminating or neutralizing existing dissatisfaction. Thus, the key role of Fixed Income in the context of Job Satisfaction is as a preventative measure of dissatisfaction or as a basic foundation for working conditions.

Variable Income

Non-fixed or variable income is an award given based on employee performance and extra contributions.(Hasibuan, 2017)explains that this type of income is fluctuating and is provided in

the form of bonuses, incentives, or overtime pay as a reward for additional hard work. This system reflects the principle of fairness based on performance, where high-performing workers receive greater compensation.

In practice, this variable income is a strong motivational driver in increasing productivity.(Noviana & Santoso, 2024)stated that providing incentives can raise employee enthusiasm and focus on work. In addition,(Munawarah & Arwansyah, 2023)Research shows that fair overtime pay strengthens the sense of appreciation and emotional bond between employees and the company. Thus, irregular income plays a significant role as a performance driver in organizations.

Simply put, this Motivator Factor taps into our inner being as employees—the intrinsic need to advance, be recognized for hard work, and have a strong sense of responsibility. Within the framework of Herzberg's Two Factor Theory, as proposed by(Ir & Tarumingkeng, 2025)When rewards like bonuses are awarded for truly outstanding performance, the money is more than just money. It's a tangible form of recognition, a key motivator. This kind of recognition plays a far more important role than simply fulfilling financial needs. When the psychological need for achievement and recognition is met, the result is deep job satisfaction and a strong drive to continue delivering top performance.

Employee job satisfaction

Job satisfaction is a person's positive emotional response to their job. According to(Robbins & Judge, 2022)This satisfaction arises when there is harmony between individual expectations and conditions in the workplace, including compensation, work environment, and relationships between coworkers.(Handoko, 2013)also added that fair compensation is one of the main factors that influence the level of job satisfaction. Research result(Nugroho & Tri Tejo, 2018)Research shows that compensation negatively impacts turnover intention. This means that when employees perceive compensation as insufficient or inappropriate for their workload, it can decrease job satisfaction and increase their desire to leave the company. Therefore, providing fair and adequate compensation is a crucial factor in reducing turnover intention and increasing employee motivation and loyalty.

In practice, job satisfaction is crucial for maintaining organizational stability and effectiveness. Satisfied employees are more committed, loyal, and enthusiastic about their work. Conversely, dissatisfaction can lead to stress, lower productivity, and increase absenteeism. Therefore, companies must balance fixed and variable income in their compensation strategies to ensure overall employee well-being and satisfaction.

Fixed Income Affects Employee Job Satisfaction

This theory explains that the perception of fairness in the exchange relationship between the input provided by employees and the output or rewards received influences job satisfaction and motivation. Adams' theory in the book (Colquitt et al., 2018)states that this imbalance in equality, for example if employees feel they receive unfair rewards compared to other coworkers, will lead to dissatisfaction and reduce motivation. Therefore, the compensation system must be designed based on fairness in order to create job satisfaction and maintain sustainable work enthusiasm. According to the results of a partial test by (Ridwan, 2023). The salary variable influences the job satisfaction of personnel at the Syiah Kuala Police Station in Banda Aceh. The magnitude of the influence of salary on the job satisfaction of personnel at the Syiah Kuala Police

Station in Banda Aceh is 0.592 or 59.2%. And according to research results from (Bara Kusuma et al., 2017)Providing better compensation will improve employee performance.
H1: Fixed Income Has a Significant Positive Effect on Employee Job Satisfaction

Non-Permanent Income Affects Employee Job Satisfaction

This theory divides the factors that influence job satisfaction into two main categories, namely hygiene factors and motivator factors. (Ir & Tarumingkeng, 2025)With the title of the book Herzberg's 2-Factor Theory by Rudy C. Tarumingkeng explains that hygiene factors such as salary, company policies, working conditions, and relationships with coworkers, if met, can prevent dissatisfaction, but are not enough to increase job satisfaction. Meanwhile, motivating factors such as achievement, recognition, and career development opportunities can significantly increase employee satisfaction and motivation. Therefore, compensation management must pay attention to these two factors to create optimal job satisfaction. By providing appropriate financial incentives to employees, according to the energy and abilities they expend, it is hoped that employees will behave professionally by working diligently and making various efforts to achieve better work results so that their performance can improve.(Sudjana & Swuezty, 2021)
H2: Non-Permanent Income Affects Employee Job Satisfaction

Fixed Income and Non-Fixed Income Simultaneously Influence Employee Job Satisfaction

The combination of fixed income (for financial security) and variable income (incentives, bonuses, overtime, as a performance motivator) is expected to significantly increase job satisfaction. This is in line with the definition of job satisfaction by (Buchanan & Huczynski, 2019)explains that satisfaction is a positive emotional response that arises when working conditions, including compensation, meet employee expectations. In other words, compensation that meets expectations will increase satisfaction. Empirically, a good compensation system has been shown to increase job satisfaction, which in turn has a positive effect on performance.(Languyu et al., 2024)At PT Barokah Mandiri Jaya, the implementation of comprehensive compensation (salary, benefits, and special awards/appreciation for high achievers) is a strategic effort. This compensation is not only a key driver of performance but also aims to create a supportive, loyal, and productive work environment.(Ajimat, Aini & Budi, 2020).
H3: Fixed Income and Non-Fixed Income Simultaneously Influence Employee Job Satisfaction

METHOD

This study aims to analyze the simultaneous influence of Fixed Income (X1) and Variable Income (X2) on Job Satisfaction (Y) at PT Barokah Mandiri Jaya, using a quantitative approach with a cross-sectional survey design.

Population and Sample. The study population includes all permanent and contract employees who receive both types of compensation. Given the limited population, the technique used was Saturated Sampling (Census), where the entire population was sampled. A total of 33 employees participated in this study. The justification for this sample size is supported by the PLS-SEM guidelines.(Kock, 2021)which states that a minimum sample of 20 respondents is sufficient for a structural model with low complexity.(J. Hair et al., 2022)The group of authors, as the main reference in PLS-SEM,emphasized that sample size determination should be based on a rule of thumb of 10 times the number of structural paths, and not determined by the total population. Therefore, with a total of 33 respondents, this study has exceeded the minimum requirements suggested by PLS-SEM, thus ensuring the validity and statistical power of the model.

Instruments and Measurement. Data were collected through an online questionnaire with instruments representing the three main variables. Measurements were conducted using a five-point Likert scale designed to capture respondents' perceptions in a gradational manner (1 = Strongly Disagree to 5 = Strongly Agree).

Data Analysis Method. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM), supported by WarpPLS software version 8.0. The analysis procedure is divided into two main stages: Measurement Model Testing to ensure the validity and reliability of the instrument, and Structural Model Testing to assess the strength of the causal relationship between variables (path coefficients).β, P-Value, and R^2).

Table 1. Respondent Characteristics

Gender	Amount	Percentage
Man	28	84.8%
Woman	5	15.2%

Source: Processed data (2025)

**Table 2. Demographic Characteristics Based on Respondents' Age and Length of Service**

Variables	Average	Elementary School	Min	Max
Age (years)	32.0	11.1	19	61
Length of service (months)	30.0	17.8	1	60

Source: Processed data (2025)

The characteristics of the respondents in this study encompass several key aspects, namely demographics and employment status. Respondents consisted of employees of PT Barokah Mandiri Jaya with various age backgrounds, education levels, and length of service. The majority of respondents were between 25 and 40 years old, which is considered a productive age in the workforce, reflecting adequate qualifications to meet job demands. Furthermore, most respondents had more than three years of service, indicating relatively stable experience within the company. The selection of respondents representing various divisions and positions aimed to obtain a comprehensive picture of the influence of fixed and variable income on job satisfaction.

RESEARCH RESULT

Structural Model Results (Inner Model)
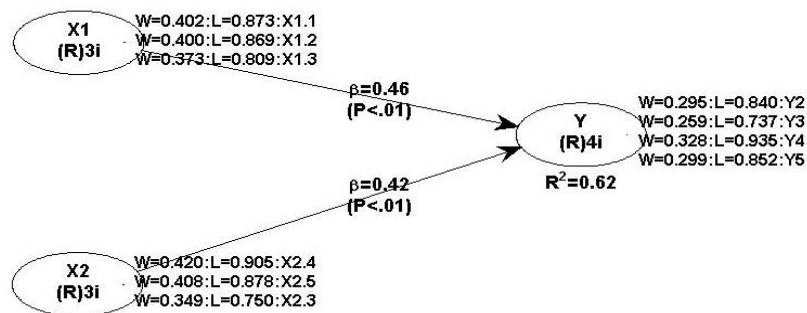
Source: WarpPLS 8.0 (2025)
Figure 1. Inner Model

The results of the Structural Equation Modeling (SEM) analysis show that fixed income has a fairly strong positive influence on employee job satisfaction, with a path coefficient value of 0.46 and a very high level of significance (p < 0.01). Likewise, non-fixed income also has a positive and significant effect, indicated by a path coefficient of 0.42 and p < 0.01. In addition, the R^2 value of 0.62 indicates that these two types of income together are able to explain approximately 62% of the change in employee job satisfaction levels, which falls into the moderate explanation category according to Solling's criteria.(Solling Hamid & M Anwar, 2019;Sekaran & Bougie, 2010).

Table 3. Composite Reliability (CR) & Average Variances Extracted (AVE)

Variables	Composite Reliability (CR)	Average Variances Extracted (AVE)
Fixed income (X1)	0.887	0.724
Variable income (X2)	0.883	0.717
Job satisfaction (Y)	0.908	0.712

Source: WarpPLS 8.0 (2025)

The results of construct validity and reliability testing indicate that all constructs meet the requirements for good Composite Reliability (CR) and Average Variance Extracted (AVE). The CR values for all constructs are greater than 0.70, indicating that the constructs have high reliability.(Sekaran & Bougie, 2010; JF Hair et al., 2011)In addition, the AVE value of all constructs is also greater than 0.50, which indicates that each construct has adequate convergent validity, where more than half of the indicator variance can be explained by the construct.(Fornell & Larcker, 1981). Thus, it can be concluded that the constructs in this research model are valid and reliable, so they are suitable for use in further hypothesis testing.

Table 4. Structural Equation Modeling (SEM)

Influence between Variables	Path Coefficients	P - Value	T Ratio	Information	R square	Adj R Square	Information
X1 > Y	0.461	0.001	3,291	Significant			Hypothesis Accepted

X2 > Y	0.418	0.003	2,928	Significant			Hypothesis Accepted
X1 X2 > Y				Significant	0.615	0.590	Hypothesis Accepted

Source: WarpPLS 8.0 (2025)

In Structural Equation Modeling (SEM) analysis, the validity of the influence is tested by looking at the significance value of the path coefficient and the R-square (R^2) value as a measure of the strength of the influence of independent variables simultaneously on the dependent variable. The significance value is assessed based on the p-value or t-statistic, where a p-value <0.05 or t-value> 1.96 indicates a significant influence. Meanwhile, the R-square value is used to measure how much the independent variables are able to explain the variability of the dependent variable simultaneously, with the interpretation of R^2 values of 0.75, 0.50, and 0.25 indicating strong, moderate, and weak model strength, respectively.(Solling Hamid & M Anwar, 2019; Sekaran & Bougie, 2010)

DISCUSSION

Outer Model

The results of the structural model analysis using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) approach indicate that the measurement model and structural model are of good quality. Convergent validity testing through loading factors (all above 0.7) and reliability testing through Composite Reliability (CR) and Average Variance Extracted (AVE) confirm this. The CR values for Fixed Income (0.887), Variable Income (0.883), and Job Satisfaction (0.908) all exceed the minimum limit of 0.70. Similarly, the AVE values obtained are also above 0.50 (0.724 for X1, 0.717 for X2, and 0.712 for Y), which confirms that all indicators are valid and reliable to represent their respective constructs, in accordance with the criteria.(Fornell & Larcker, 1981;Sekaran & Bougie, 2010).

Inner model

Specifically in hypothesis testing, the inner model analysis shows that both Fixed Income (X1) and Variable Income (X2) have a significant and positive effect on Job Satisfaction (Y). The effect of Fixed Income on Job Satisfaction is indicated by the path coefficient Beta = 0.461 with T-Ratio = 3.291 and P-Value = 0.001. Meanwhile, Variable Income on Job Satisfaction has a path coefficient Beta = 0.418 with T-Ratio = 2.928 and P-Value = 0.003. Since both P-Value values are below 0.05 (even 0.01) and the T-Ratio exceeds 1.96, it is concluded that both types of income contribute significantly to increasing employee job satisfaction partially. Furthermore, the R-squared (R^2) value of 0.615 indicates that simultaneously, Fixed Income and Variable Income are able to explain 61.5% of the variation in Job Satisfaction, which according to Hair et al. (2014) categorized as moderate to strong predictive power.

The significant finding that both Fixed Income and Variable Income compensation components have a strong positive influence on Job Satisfaction is the core of this study. The high path coefficient indicates that any company effort to improve or balance compensation will have a direct impact on employee psychological well-being. This consistency aligns with the general view in the literature that a transparent and fair reward system is a key driver of employee satisfaction and loyalty.(Palupi & Nostalia, 2025;Jarkasih & Suhendar, 2024).

Theoretically, these results can be analyzed through the framework of Frederick Herzberg's Two-Factor Theory.(Ir & Tarumingkeng, 2025)In this context, fixed income (base salary, allowances) acts as a hygiene factor. Although this factor is not directly motivating, its stable and adequate availability is a prerequisite for eliminating dissatisfaction, providing a sense of financial security, and maintaining job satisfaction (Ridwan, 2023). On the other hand, variable income (bonuses, incentives) serves as a motivating factor, explicitly encouraging employees to achieve higher targets. Rewarding these additional contributions boosts morale and increases work focus, making it an effective tool for fostering deep job satisfaction.(Noviana & Santoso, 2024).

Furthermore, the finding that this model is able to explain more than 60% of the variation in Job Satisfaction (R^2 value = 0.615) further confirms that the financial aspect (compensation) is the main driver of satisfaction at PT Barokah Mandiri Jaya. This is supported by general findings in organizational behavior science.(Robbins & Judge, 2022;Saputra, 2022)and specific research (Solling Hamid & M. Anwar, 2019) confirming that financial rewards play a significant role in work psychology, determining employee loyalty and productivity. Thus, this research emphasizes that an effective HR management strategy is a harmonious combination of providing financial stability through a fixed income and providing performance-based rewards through variable income.

CONCLUSION

The results of this study definitively show that the components of financial compensation, consisting of Fixed Income and Variable Income, have a strong causal relationship with employee Job Satisfaction. Statistical tests confirm that increases in both types of income independently and collectively contribute significantly to increasing employee satisfaction levels. This finding confirms that financial factors are the main determinants that create satisfaction among PT Barokah Mandiri Jaya employees, explaining most of the dynamics of Job Satisfaction. Scientifically, this study successfully contributes by empirically validating the classic concept of Herzberg's Two Factor Theory where Fixed Income acts as a foundation for stability (hygiene factor*) and Variable Income acts as a driver of motivation (motivator factor) through sophisticated structural modeling. This suggests that balancing financial security and performance rewards is an effective HR management strategy.

LIMITATIONS AND SUGGESTIONS

Although the structural model demonstrated high predictive power, this study is not without limitations. The primary limitation lies in the relatively limited sample size, which requires careful interpretation of the findings and prevents broad generalization. Furthermore, the study's focus on monetary variables leaves the potential influence of non-financial factors (such as work environment quality, corporate culture, or leadership) unexplored and requiring further exploration.

Based on this, the proposed managerial recommendation is for the company to consistently maintain a balanced and fair compensation policy. Fixed compensation must be ensured to be competitive to maintain loyalty, while variable compensation must be transparently linked to individual performance. For further studies, it is recommended that future research expand the sample base to similar industries and incorporate external (non-financial) variables into the model. This aims to more comprehensively map all factors influencing Job Satisfaction and provide more holistic policy recommendations.

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