



The Effect of Employee Satisfaction on Remuneration on the State Civil Apparatus (ASN) Engagement at the Personnel Bureau of the Supreme Court of the Republic of Indonesia

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Employee engagement is a management strategy that influences the achievement of organisational goals and objectives. Achieving organisational success requires a high level of commitment. This is because it is important to encourage high-performance contributions from employees. This study employed a descriptive quantitative approach to investigate the impact of employee satisfaction on remuneration on engagement. The study focuses on the Personnel Bureau at the Supreme Court of the Republic of Indonesia, using a sample of 72 ASN employees. The indicators cover seven dimensions of employee engagement and have been adapted for the Indonesian context, including both the private and public sectors, making them more suitable for testing in the public sector. A simple linear regression test via the SPSS program was used to prove that the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted. There is a significant effect of employee satisfaction on remuneration and on employee engagement, as the value of 0.000 is significantly less than 0.05. Employee satisfaction influences employee engagement to the extent of 52.5%, while 47.5% is influenced by other variables or factors not included in this study..

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INTRODUCTION

Proactive human resources are needed to anticipate and act in response to future changes. As the main aspect of an organisation, human resources act as active planners and movers that can be fully controlled and managed to support the achievement of set goals. To make employees proactive, it is necessary to maintain good human resources to maintain employee performance and support the achievement of organisational goals.

Employee performance is strongly influenced by individual abilities and the role of superiors in carrying out effective management functions to achieve organisational goals (Nuraeni et al., 2025).

To achieve high employee performance, organisations should pay attention to employee engagement, as this impacts organisational productivity, profits, quality improvement, service quality and satisfaction, employee commitment, motivation and retention (Patro, 2013). Employee engagement is a human resource management concept that describes employees' positive attitude towards their organisation and its values, encouraging work productivity and improving performance for the benefit of achieving organisational goals.

Many organisations are already aware of the importance of effective human resource management in maintaining employee performance and supporting the achievement of organisational goals. The Supreme Court of the Republic of Indonesia (MA RI) is a high state institution in the Indonesian constitutional system, holding judicial power as referred to in the 1945 Constitution of the Republic of Indonesia. To achieve its vision and mission, the Supreme Court needs effective and efficient human resource management to oversee its workforce (Indonesia, 2023).

Maintaining stable performance and achievements year on year, the Supreme Court of Indonesia must pay attention to employee engagement levels. A high level of engagement will positively impact performance. Employees who are emotionally attached to their organisation show dedication and loyalty, work diligently, optimise their abilities, and support its values and goals (Pella, 2020). Highly engaged employees demonstrate great enthusiasm, energy and loyalty, as well as a strong sense of commitment and pride in the organisation (Febriansyah & Henndy Ginting, 2020).

Employee engagement is important for organisations because employees drive the organisation itself, impacting its performance and productivity. Emanuel et al. (2023) argues that employee engagement is characterised by high enthusiasm for one's work, evidenced by positive feelings and emotional commitment to the organisation and its goals. Therefore, employee engagement contributes to active participation in achieving organisational goals. It involves a two-way process in which the organisation must make extra efforts to engage employees, who will then voluntarily contribute more energy, dedication and passion to organisational goals and values, motivating them to help the organisation succeed. Consequently, employee engagement increases customer satisfaction and loyalty, as well as organisational productivity and profitability, and improves staff retention and health and wellbeing.

According to Gupta & Sharma (2016), factors that encourage employee engagement in an organisation include clear training and development for employees, guaranteed health and safety, fair and appropriate salaries and benefits, opportunities for career growth, job satisfaction, work-life balance, fair and transparent performance evaluations and effective internal communication. Indicators of employee engagement include enthusiasm, energy, pride in the organisation, intention to stay, a proactive attitude, constructive criticism, endurance, and promoting the organisation, all of which make employees more productive. One factor in employee engagement is remuneration from the organisation. The purpose of remuneration is to ensure the welfare of employees and enable them to feel fulfilled and concentrate on performing to the best of their ability.

Thus, remuneration impacts employee motivation, performance and loyalty to the organisation positively.

Based on the efforts of Permatasari et al. (2022), remuneration is an important aspect that affects employee performance. Changes and updates to realise good and authoritative governance will not be carried out effectively without adequate employee welfare. The Supreme Court of the Republic of Indonesia has implemented an effective remuneration system for employees, as set out in Decree No. 210/KMA/SK/VIII/2020 of the Chief Justice of the Supreme Court of the Republic of Indonesia, concerning the adjustment of performance allowances based on employee position classes within the Supreme Court and its subordinate judicial bodies. Therefore, the Supreme Court of the Republic of Indonesia provides allowances based on position class, adjusted according to workload, in the hope that employees will be sufficiently motivated to improve their performance. However, these efforts have not yet succeeded in maintaining performance stability at MA RI in achieving performance targets each year.

Previous research has proven that compensation influences employee engagement (Affini & Surip, 2018). A study by Ardiansyah & Budiono (2022) found that fair compensation increases employee engagement, enthusiasm for work, and dedication to the organisation. It is found that a strong relationship between employee engagement and perceptions of remuneration: 60% of highly engaged employees said they received higher remuneration than other organisations offer.

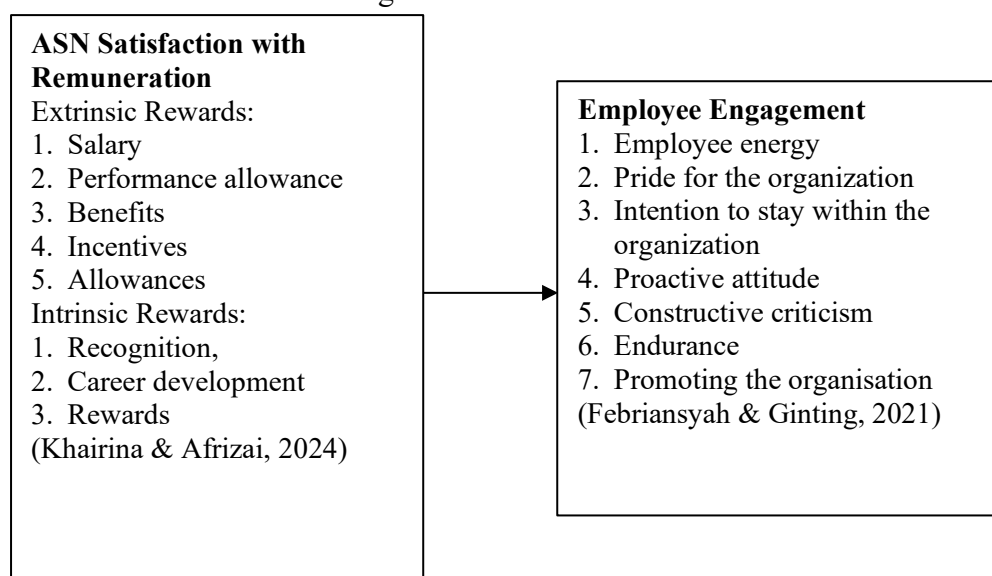
Remuneration is designed to motivate, retain and direct employee behaviour in line with organisational goals. Therefore, an effective remuneration strategy must consider internal fairness and external competitiveness. Remuneration has a broader scope than salary because it encompasses all forms of reward, whether monetary or in kind, and whether provided regularly or irregularly. Remuneration consists of salaries/wages, position allowances, special allowances and bonuses, whether performance-related or not. Other rewards include facilities, health services, pension funds, salaries during leave and compensation if employees are affected by a disaster. The indicators of the variable measurement of remuneration consist of extrinsic rewards, such as salaries, performance allowances and benefits, as well as intrinsic rewards, such as recognition and career development. Based on the above issues, this research focuses on the effect of employee satisfaction on remuneration and the involvement of ASN employees in the Civil Service Bureau of the Supreme Court of the Republic of Indonesia.

RESEARCH METHODS

This research study's sample population is the 72 State Civil Apparatus (ASN), consisting of civil servants (PNS) and government employees with work agreements (PPPK), at the Supreme Court of the Republic of Indonesia's Bureau of Personnel. Quantitative research methods can produce precise data for testing concepts or theories that are the focus of the research. These methods function to determine the influence of one variable on another, in this case employee satisfaction with remuneration (X) on employee engagement (Y). This is achieved by testing the cause-and-effect relationship of the research hypotheses formulated from theory, framework and research problems, using the empirical data obtained from the research sample. A simple linear regression test using the SPSS application programme reveals the effect of employee satisfaction on remuneration on employee engagement at the Staffing Bureau of the Supreme Court of the Republic of Indonesia.

The indicators used to measure the remuneration variables in this study are based on those developed by Khairina & Afrizai (2024) consisting of extrinsic and intrinsic rewards. Meanwhile, the indicators for measuring employee engagement variables use indicators from Febriansyah & Henndy Ginting (2020), consisting of employee enthusiasm and attitudes. The following framework is included in this study.

Figure 1. Framework



Based on the framework, the following hypotheses can be formulated:

H₀: There is no influence of employee satisfaction on remuneration on the engagement of state civil apparatus (ASN) at the Civil Service Bureau of the Supreme Court of the Republic of Indonesia.

H_a: There is an influence of employee satisfaction on remuneration on the engagement of state civil apparatus (ASN) at the Civil Service Bureau of the Supreme Court of the Republic of Indonesia.

RESULT

As a high state institution in the Indonesian constitutional system, the Supreme Court of the Republic of Indonesia (MA RI) holds judicial power as referred to in the 1945 Constitution of the Republic of Indonesia. To support its functional duties and achieve its vision and mission, the Supreme Court must plan, develop and manage a competent and professional workforce. To fulfil its supervisory duties over all subordinate courts, including district, religious and state administrative courts, as well as to handle cassation, judicial review and other cases within its rights and authority, the Supreme Court requires effective human resource management to ensure that each employee can contribute optimally to judicial functions and develop professionally throughout their career.

This study highlights the impact of employee satisfaction with remuneration on engagement and focuses on the Supreme Court Personnel Bureau, an important part of effective and efficient human resource management. The Supreme Court Personnel Bureau is responsible for ensuring that manpower needs are met, improving employee

welfare and creating effective human resource management within the Supreme Court. This involves managing personnel administration, providing continuous coaching to employees, and supporting competency development and performance improvement for all state civil servants in the Supreme Court of Indonesia. Given the bureau's significant and complex responsibilities, it is crucial to conduct this research to ensure the overall efficiency and performance of the bureaucracy is achieved through the empowerment of human resources.

This study focuses on the 72 ASN employees at the Supreme Court Staffing Bureau to thoroughly describe employee involvement in the Bureau and identify factors that influence employee satisfaction regarding remuneration. The results of the analysis of the respondents' profiles show that male employees dominate with a percentage of 59.7%, compared to female employees who make up only 40.3% of the total workforce. The age composition of employees is dominated by the productive age group: employees aged 31–40 years are the largest group, accounting for 43.1% of employees, while those over 60 years old are the smallest group, accounting for 4.2%. Most Supreme Court Staffing Bureau employees are new, with a tenure of less than six years, accounting for 50% of the workforce. The group with a tenure of six to ten years is the smallest, accounting for only 5.6% of the workforce. The tenure groups of over twenty years and eleven to twenty years account for 16.7% and 27.8% of the workforce, respectively. The organisation's large number of new employees will create opportunities for more dynamic and innovative organisational performance due to their enthusiasm and innovative ideas.

Based on the results of the descriptive analysis of the variables from the questionnaires that the respondents completed, the respondents agreed with the statement that the benefits provided were sufficient to motivate them to work better, as indicated by the high score for this statement. The statement with the lowest score on the remuneration variable was that awards motivate them to achieve higher targets. Regarding employee engagement, the statement with the highest score was that respondents agreed that their ideas and suggestions were often accepted and considered a positive contribution to organisational improvement, and that they were able to adapt well to changes in the workplace. The lowest score on the employee engagement variable was for the statement that respondents would recommend their organisation to others.

Employee Satisfaction with Remuneration on State Civil Apparatus (ASN) Engagement

The results of the simple linear regression test, conducted using the SPSS application program, prove that employee satisfaction influences remuneration and, consequently, on employee engagement. The following table shows the coefficients of the simple linear regression test results.

Figure 2. Results of Simple Linear Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	8.830	7.122	1.240	.219
	TotalX	.772	.095	.698	.000

a. Dependent Variable: totalY

Judging by the significance value of 0.000, which is smaller than 0.05, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. This indicates that employee satisfaction with remuneration has a positive and significant effect on employee engagement. In the simple linear regression equation in the above table, the result is $Y = 8,830 + 0.772X$. The constant value (**a**) of 8,830 indicates that, when satisfaction with remuneration remains constant, engagement will be worth 8,830. Therefore, employee satisfaction with remuneration affects employee engagement by 8,830. The regression coefficient value of 0.772 means that if satisfaction with remuneration increases by one unit, engagement will increase by 0.772. As the simple linear regression equation has a positive value, it follows that employee satisfaction with remuneration has a positive effect on employee engagement.

The results of the simple linear regression test prove that employee satisfaction influences remuneration and employee engagement. This is in line with the research conducted by Affini & Surip (2018), which proved that compensation has a significant effect on employee engagement. Fair compensation has a significant positive effect on employee engagement, increasing enthusiasm for work and dedication to the organisation. This is based on the results of the Ardiansyah & Budiono (2022) study. The results of the analysis of the coefficient of determination, or R-squared (R^2), show the magnitude of the effect of employee satisfaction on remuneration on employee engagement. The following table shows the results of the R^2 analysis.

Figure 3. Coefficient of Determination (R^2) Analysis Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.525	.519	4.992

a. Predictors: (Constant), TotalX

Based on the above table, which shows an R-squared (R^2) value of 0.525, employee satisfaction regarding remuneration has an influence of 52.5% on employee engagement. The remaining 47.5% is influenced by other variables or factors not included in this study.

The significant effect of employee satisfaction on remuneration positively impacts employee engagement at the Supreme Court Staffing Bureau. This proves that agencies must pay attention to their remuneration systems and provisions for employees. Providing remuneration that ensures the welfare of employees can make them feel fulfilled and enable them to perform at their best to achieve organisational goals. This remuneration

system must be fair, clear and transparent, and in accordance with each employee's performance and contribution. It is important to ensure that the remuneration system motivates and encourages ASN employees at the Supreme Court of the Republic of Indonesia Staffing Bureau.

Increasing the engagement of ASN employees in the MA RI Civil Service Bureau, it is important that supervisors reward employees for their performance contributions to the organisation, provide objective performance appraisals and use clear measurements. Rewards, whether in the form of verbal recognition, financial incentives or career development opportunities, increase employee engagement and strengthen motivation to contribute to organisational goals. Supervisors who are highly engaged with the organisation can motivate employees by demonstrating enthusiasm, integrity, and dedication when carrying out organisational tasks. By providing clear direction, emotional support and constructive feedback, supervisors can encourage employees to behave proactively, for example by taking the initiative in completing tasks, collaborating with the team and demonstrating responsibility for achieving common goals, thereby encouraging them to perform well.

CONCLUSION

The level of employee satisfaction with remuneration influences the involvement of ASN employees in the Civil Service Bureau of the Supreme Court of the Republic of Indonesia. The positive significant effect of 52.5% indicates that the Supreme Court should pay attention to remuneration provision and a clear, fair remuneration system. Superiors must also be able to motivate employees through extrinsic and intrinsic rewards. Paying attention to this improves performance and can stabilise it, supporting the achievement of organisational goals with proactive employees who can anticipate the challenges of future changes.

This research is limited due to cannot identify the various factors that influence employee engagement. Future researchers could conduct further research using similar concepts and more in-depth methods, such as qualitative methods, to broaden and deepen analysis of employee engagement.

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