

The Effect Of Compensation, Work Environment And Leadership On Employee Job Satisfaction Regional Development Planning Board Musi Banyuasin Regency

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Abstract. This study aims to determine the effect of partial and simultaneous compensation factors, work environment factors and leadership factors on employee job satisfaction of The Regional Development Planning Board of Musi Banyuasin Regency. This research is a causality research. The population of this research is the employees of Bappeda of Musi Banyuasin Regency, totaling 107 people. The number of samples of 85 people is determined by using the Slovin formula. Samples were selected using the accidental sampling technique. The data were collected by using questionnaire method and analyzed by using multiple linear regression analysis. The result of the research showed that (1) the compensation factor had an effect on employee job satisfaction with $t_{count} (4,026) > t_{tabel} (1,666)$, (2) work environment factor influenced on job satisfaction employee with $t_{count} (3,722) > t_{tabel} (1,666)$, (3) leadership factor influencing employee job satisfaction with $t_{count} (2,341) > t_{tabel} (1,666)$. While the influence of simultaneous compensation factor, work environment factor and leadership factor to employee job satisfaction with value $F_{count} (3,861) > F_{tabel} (2,72)$, (4) magnitude of influence of compensation factor, work environment factor and leadership factor to job satisfaction of employee is 71.6%, which is indicated by the value of determination coefficient (R Square) of 0.716.

Keywords: Compensation factor, Work environment factor, Leadership factor, Job satisfaction

1 INTRODUCTION

Employee job satisfaction is very important in improving employee performance and performance of an organization. Therefore, it is important for an organization to pay attention to what efforts can be done in increasing employee enthusiasm so they feel happy in working in the company. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. The

higher the assessment of the perceived activity in accordance with the wishes of the individual, the higher the satisfaction of the activity.

Job satisfaction is a pleasant emotional attitude and loves her job. Robbins said job satisfaction is a general attitude toward one's work, which shows the difference between the number of rewards earned by workers and the amount they believe they should receive [1]. This attitude is reflected by work morale, discipline, and work performance. According to As'ad said the factors that affect job satisfaction consist of compensation, work environment and leadership [2]. This is evidenced also by some research results such as the results of research conducted by Confessa [3]. This research indicates that there is a significant influence between compensation, leadership, and working environment condition on employee job satisfaction at PT Anugrah Merta Sari Sedana Denpasar either simultaneously or partially.

While to show a significant influence between compensation and job satisfaction is also evidenced by the results of research conducted by Nawab and Bhatti on the education sector in Pakistan [4]. From some of these studies it can be said that giving compensation can provide job satisfaction for employees because it can prove as a form of reward organization for the performance they have done.

The influence of work environment on employee job satisfaction is also evidenced from the results of research [5]. Research conducted on employees of PT. Sumber Alfaria Trijaya Tbk known there is a significant influence between compensation on employee job satisfaction. A comfortable working environment, and the availability of the necessary work tools can affect employees in performing their duties.

While research that proves the influence of an leadership style on employee job satisfaction can be proved by the results of research conducted by Khan et.al. on employees from banks in Islamabad, Pakistan [6]. The results of this study indicate that the transformational leadership style is more satisfying employees than the style of transactional leadership. Leadership is a process by a company manager to direct (directing) and influence (influencing) his subordinates in activities related to the task, so that subordinates are willing to direct all his abilities both as a person and as a member of a team, to achieve goals has been established company.

The Regional Development Planning Board Musi Banyuasin Regency is one of the regional apparatus units in Musi Banyuasin Regency that is tasked with assisting the Bupati in formulating regional development planning policy and assessment and control over its implementation. The severity of the task carried by The Regional Development Planning Board Musi Banyuasin Regency requires every employee to have a good performance and one of the ways used is to increase employee job satisfaction on the service, but based on employee absenteeism data during the year 2012 until the year 2016 known that there is a decrease in the number of employees who come to work at The Regional Development Planning Board Musi Banyuasin Regency.

Table 1. Employee Attendance Data The Regional Development Planning Board Musi Banyuasin Regency 2012-2016

Year	Sign in	Permid	Sick	Without explain	Total	%
2012	89	10	4	4	107	17%
2013	88	10	4	5	107	18%
2014	82	15	6	4	107	24%
2015	78	17	5	7	107	27%

2016	73	20	8	6	107	32%
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Source: BAPPEDA of Musi Banyuasin Regency, 2017

In addition, based on interviews with the author of the Head of Sub Division General and Personnel The Regional Development Planning Board of Musi Banyuasin Regency known that every employee get salary and incentives in accordance with their group but for compensation in the form of overtime and incentives in the agency is given almost the same to every employee without look at the workload and every employee will be given work facilities used to support their work such as computers / laptops.

The results of observations that the authors do also indicate the work space is less well organized employees can dilhat of the many documents that pile up both on the table and that is next to the desk employees. In addition there are still employees who come and go home from work not according to the rules and the employee who just sitting outside the office just to chat and so forth. Facts in the field researchers find that the increased action because of job satisfaction felt by employees decreased. This is because employees feel that the policy taken by the leadership is too tight to make employees feel depressed and uncomfortable in working, especially the policy in completing the job. Looking at the phenomenon, this research was conducted under the title "The Influence of Compensation, Work Environment and Leadership on Employee Satisfaction at The Regional Development Planning Board Musi Banyuasin Regency.

2 METHODS

The methods in this study use conclusive research in which this study is designed to assist decision makers in determining, evaluating and selecting the best alternative in solving a problem. The type of causality research selected in this study is the research of the cause-effect form of some of the variables or strategies developed in management (Ferdinand, 2006: 5). The variables used in this study consisted of three independent variables and one dependent variable, where the independent variable consists of compensation factor (X1), environmental factor (X2), and leadership factor (X3) while the dependent variable namely employee satisfaction (Y).

Table 2. Operationalization of Research Variables

Variabel dan Definition	Sub Variabel / Dimensions	Indicator	Measurement Scale
Job Satisfaction (Y) According to Robbins (2007: 148), job satisfaction is a general attitude towards one's work, which shows the difference between the number of rewards earned by workers and the amount	1. Challenges in work 2. A decent wage 3. Supportive conditions 4. Coworkers 5. Trust Source: Robbins (2007: 140)	1. Satisfaction because of challenges in work 2. Satisfaction because it has a reasonable reward for the job 3. A conducive	Likert Scale

Variabel dan Definition	Sub Variabel / Dimensions	Indicator	Measurement Scale
<p>Compensation (X1)</p> <p>According to Simamora (2007: 443), Compensation is something that employees receive as a substitute for the contribution of their services to the company. Compensation is one of the execution of human resources management functions that relate to all kinds of individual award awards</p>	<p>1. Giving Wages / Overtime salary</p> <p>2. Incentives</p> <p>3. Benefits</p> <p>4. Provision of facilities.</p> <p>Source: Simamora (2007: 445)</p>	<p>1. Salary appropriate</p> <p>2. Overtime is awarded for additional work</p> <p>3. Incentives that fit the workload</p> <p>4. Allowances that are appropriate to the workload</p> <p>5. 10. Facilities to support the work</p>	Likert Scale
<p>Work Environment (X2)</p> <p>According to Isyandi (2004: 130), the work environment is everything that exists within the worker's environment that can influence him in performing tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.</p>	<p>1. Build workplace</p> <p>2. Ventilation for the exchange</p> <p>3. Sufficient work equipment</p> <p>4. Working relationship with the border</p> <p>5. 10. Working relationship with fellow employees.</p> <p>Source: Isyandi (2004: 134)</p>	<p>1. Clean and orderly working space</p> <p>2. Good air circulation</p> <p>3. Availability of adequate equipment</p> <p>4. Good relationship with superiors</p> <p>5. 10. Good relationship with colleagues</p>	Likert Scale
<p>Leadership (X3)</p> <p>According to Ridwan (2009: 206), leadership is the ability to convince and move others to work together under his leadership as a team to achieve certain goals</p>	<p>1. Take opportunities</p> <p>2. Being able to take risks</p> <p>3. Engaging others</p> <p>4. Being a model</p> <p>5. Strengthen subordinates</p> <p>Source: Ridwan (2009: 208)</p>	<p>1. Employers who can take advantage of job opportunities</p> <p>2. Bosses who dare to take risks</p> <p>3. Boss who always willing to cooperate with subordinates</p>	Likert Scale

The population in this study is all employees of The Regional Development Planning Board Musi Banyuasin Regency amounting to 107 people. Sampling is done by using the accidental sampling technique of determining sample by chance, where anyone who happens to meet the researcher can be used as a sample when viewed by the person who happened to meet it is suitable as a data source [7]. The basis of determining the number of samples using the Slovin formula, with a confidence level of 95% and the error rate that can still be tolerated by 5%. Thus, the number of samples in this study were as many as 85 samples.

Data analysis to be used in this research is by using SPSS program aid version 21, there are some instrument test that must be done to see data obtained through questionnaire can be used to see the effect of variable X to variable Y. Questionnaire is measured using Likert scale with category strongly agree (SS), agree (S), neutral (N), disagree (TS), strongly disagree (STS). Prior to collecting data, firstly testing the instrument. Instrument testing is conducted to determine whether or not the instrument is feasible. Instrument testing is done by giving a questionnaire to the employees of The Regional Development Planning Board Musi Banyuasin Regency to be filled. Then the data obtained from the results of questionnaires tested by using the validity test and reliability test. Data analysis techniques used in this study are multiple regression analysis, correlation analysis, t test (partial hypothesis) and F test (simultaneous hypothesis).

3 RESULTS

The result of analysis shows the influence of compensation factor and work environment factor and leadership factor on job satisfaction partially as seen in Table 3.

Table 3. Value t Compensate Count, Work Environment, Leadership on Job Satisfaction

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	B	Std. Error	Beta		
1					
(Constant)	19,439	2,448		9,988	,000
Compensation	,802	,070	,003	4,026	,000
Work environment	,683	,114	,075	3,722	,000
	,124	,203	,085	2,341	,000

Source: Primary Data Processed

Based on data from the output of SPSS and t table results can be seen from testing the variable of compensation to job satisfaction of staff The Regional Development Planning Board of Musi Banyuasin Regency seen in Coefficients column there is value of sig 0.000. Sig value is smaller than probability value 0,05, or value 0.000 <0,05, hence Ha accepted and Ho rejected. Variable factor of personal (X1) have t count that is 4,026 with t table = 1,66365. So t arithmetic > t table and it can be concluded that the compensation variable has a contribution to the consumer's decision. A positive t value indicates that the compensation variable has an

unidirectional relationship with job satisfaction. So it can be concluded that compensation has a significant influence on job satisfaction of staff The Regional Development Planning Board of Musi Banyuasin Regency.

Testing of work environment variable to job satisfaction seen in Coefficients column there is value sig 0,000 Sig value greater than probability value 0,05, or value 0,00 <0,05, hence Ha accepted and Ho rejected. Work environment variable has t arithmetic that is 3,722 with t table = 1,66365. So t arithmetic <t table and it can be concluded that the work environment variable has contribution to job satisfaction of staff The Regional Development Planning Board Musi Banyuasin Regency. The positive t value indicates that the work environment variable has a direct relationship with job satisfaction. So it can be concluded that the work environment has a significant influence signifikan to the job satisfaction of employees of The Regional Development Planning Board of Musi Banyuasin Regency.

Testing of leadership variable to job satisfaction seen in Coefficients column there is value sig 0,000 Sig value greater than probability value 0,05, or value 0,00 <0,05, hence Ha accepted and Ho rejected. Leadership variable has t count that is 2,341 with t table = 1,66365. So t arithmetic < t table and it can be concluded that leadership variables have contribution to job satisfaction of staff The Regional Development Planning Board of Musi Banyuasin Regency. A positive t value indicates that the leadership variable has a direct relationship with job satisfaction. So it can be concluded that leadership has a significant influence on job satisfaction of staff .

The simultaneous influence of compensation factors, work environment factors and leadership factors on employee job satisfaction **Bappedda** Musi Banyuasin Regency was analyzed by using F test with SPSS 21.0 for windows program. The result of F test shows the influence of compensation factor, work environment factor and leadership factor to job satisfaction of staff of The Regional Development Planning Board Musi Banyuasin Regency simultaneously as shown in Table 4.

Table 4. Value F Compensate Calculate, Work Environment, Leadership on Job Satisfaction

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,400		,200	3,861	,000 ^b
Residual	70,589	92	,767		
Total	70,989	94			

Source: Primary Data Processed

Based on data from SPSS output and F table result can be seen from simultaneous test of X1, X2 and X3 to Y obtained value of F count equal to 3,861 with probability value (sig) = 0,000. F value arithmetic (3.861) > F table (2.72), and sig value. smaller than probability value 0,05 or value 0,000 <0,05, hence Ha accepted which means compensation, work environment, leadership together have a significant effect on job satisfaction of staff of The Regional Development Planning Board Musi Banyuasin Regency To know the influence of

compensation factor, work environment factor and leadership factor to job satisfaction of employee, hence can be used analysis of coefficient of determination (Adjusted R Square). The magnitude of the coefficient of determination can be seen in Table 5.

Table 5. Results of Calculation Coefficient of Determination (Adjusted R Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,724 ^a	,776	,716	4,87594

a. Predictors: (Constant), Compensation, Work Environment, Leadership

Based on the analysis result in table 4 above shows that the influence of compensation factor, work environment factor and leadership factor to employee job satisfaction is 0.716, so the contribution of compensation factor (X1), work environment (X2) and leadership (X3) Job satisfaction (Y) is 71.6%. This means that the job satisfaction of employees of The Regional Development Planning Board Musi Banyuasin Regency is 71.6% determined by personal factors and psychological factors, while the remaining 60.8% is influenced by other factors not included in this study.

4 DISCUSSION

Based on the results of filling questionnaires from 85 respondents who are employees The Regional Development Planning Board Musi Banyuasin Regency is known that the gender of 59 people or about 69% of employees male sex while the remaining 26 people or about 31% female sex. Viewed from the age, 36% or about 30 people are under 30 years old while the remaining 33% or 28 people are between 30 to 35 years old and 32% or 27 people are over 35 years old. Judging from the education, 30 employees of The Regional Development Planning Board Musi Banyuasin Regency or about 59% of the employees are graduates of S1 while the remaining 29% or about 25 people are graduates of S2 and 12% or as many as 10 people are high school graduates.

Based on the result of validity test stated all questions get Sig value. (2-Tailed) is smaller than $\alpha = 5\%$ (95% confidence level), so it is concluded that the 20 questions consist of 5 questions related to compensation, 5 questions related to the work environment, 5 questions related to leadership and 5 questions related to job satisfaction. passed the validity test.

The results of the reliability test on the compensation instrument, work environment, leadership and job satisfaction are declared reliable because the value of Cronbach Alpha > 0.60. With the following explanation for the question related to the compensation value obtained Cronbach Alpha is 0.683, the questions related to the work environment obtained Cronbach Alpha is 0.745, while the questions related to leadership values obtained Cronbach Alpha is 0.803 it can be concluded that the instrument of leadership reliabel / passed the reliability test meaning for leadership instrument has a high level of trust because the value of Cronbach Alpha > 0.60. Based on the results of reliability tests for questions related to job satisfaction, the value of Cronbach Alpha is 0.710.

While the correlation coefficient (R) variable of compensation, work environment, leadership toward the job satisfaction resulted in the number 0,724, it means the compensation relationship, work environment, leadership towards the job satisfaction of The Regional Development Planning Board Musi Banyuasin Regency showed strong correlation.

Based on the above analysis, this research shows that the influence of compensation factor, work environment factor and leadership factor to job satisfaction of staff of The Regional Development Planning Board Musi Banyuasin Regency can be known through the result of coefficient of determination analysis (Adjusted R Square). From the result of determination coefficient analysis obtained that the magnitude of influence between compensation factors, work environment factors and leadership factors on employee job satisfaction simultaneously that is equal to 0.716. Thus, it can be seen that the contribution of compensation factor (X1), work environment factor (X2), and leadership (X3) on employee job satisfaction (Y) simultaneously is 71,6%. This assumes that the job satisfaction of the employees of The Regional Development Planning Board of Musi Banyuasin Regency is 71.6% influenced by compensation, work environment and leadership factors, while the remaining 28.4% is influenced by other factors.

For the most dominant factors affecting employee job satisfaction on employee job satisfaction at The Regional Development Planning Board Musi Banyuasin Regency is compensation. So if the Regional Planning and Development Board of Musi Banyuasin regency wants to increase the satisfaction more quickly, so that must be considered is the compensation of employees.

5 CONCLUSIONS

Based on the results of this research, so the conclusions among others: Compensation, work environment, leadership together significantly affect the job satisfaction of employees of The Regional Development Planning Board Musi Banyuasin Regency is seen from the test results simultaneously X1, X2 and X3 to Y obtained value of F arithmetic of 3.861 with probability value (sig) = 0,000. F value arithmetic (3.861) > F table (2.72), and sig value. smaller than probability value 0,05 or value 0,000 < 0,05.

Relation / correlation (R) variable of compensation, work environment, leadership to work satisfaction is 0,716, meaning compensation, work environment, leadership towards job satisfaction of employee of The Regional Development Planning Board of Musi Banyuasin Regency indicate a strong correlation.

In improving job satisfaction of the employee, there are several things that need to be done by The Regional Development Planning Board of Musi Banyuasin Regency that is the first can continue to improve employee job satisfaction by continuing to provide compensation in accordance with the performance and workload of employees.

The second is The Regional Development Planning Board of Musi Banyuasin Regency continue to create good working environment and so forth so that employees feel eager to work. And then Should the leadership of The Regional Development Planning Board of Musi Banyuasin Regency can establish good communication with employees so that the assignment to employees can be implemented in accordance with the directives given.

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