

Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans)

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DOI: [10.36348/sjbms.2021.v06i08.005](https://doi.org/10.36348/sjbms.2021.v06i08.005)

| Received: 03.06.2021 | Accepted: 05.08.2021 | Published: 14.08.2021

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Abstract

This research was conducted at PT. Agung Solusi Trans with the aim to analyze the influence of leadership, work motivation, and compensation on employee job satisfaction. Data collection was obtained through direct questionnaires using a total population of 101 saturated samples, while the data analysis method used Partial Least Square analysis. The results of data analysis show that: (i) Leadership has a positive and significant impact on employee job satisfaction, (ii) work motivation has a positive and significant effect on employee job satisfaction and (iii) compensation has a positive and significant effect on employee job satisfaction. The three independent variables, leadership, work motivation, and compensation each have a positive and significant effect; it can be proven by all the results of the hypotheses and declared proven.

Keywords: Leadership, work motivation, compensation, job satisfaction.

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I. PRELIMINARY

Effective and directed human resource management is the key to increasing employee job satisfaction which will also have an impact on employee performance. Companies must be able to make their employees comfortable and enjoy their work by paying attention to employee job satisfaction. Employees who are satisfied with their work can work optimally and can improve their work performance. Indications of employee job satisfaction can be seen from several aspects, namely, number of attendance, punctuality of work, positive reactions to organizational policies, and responsibility towards work. With increasing job satisfaction of employees it will affect their performance and productivity.

An organization of course wants quality human resources and is responsible for their work and the organization. In work people need a sense of security and satisfaction, or a sense of pleasure;

employees who feel satisfied at work generally do not want to leave the organization where they work. Job satisfaction is a comparison between what a person feels and gets with what he should feel and get from work. The forms of job satisfaction are, among others, diligently coming to work, low absenteeism, no complaints, and the number of employees who stop working unilaterally or the level of employee regulations is relatively low.

Often there are several problems that sometimes occur in human resources within the company. One example is the decline in productivity or employee performance. The decrease in employee performance can be caused by employee dissatisfaction, this is supported by the opinion expressed by Lawler and Asad (2011) which states that high productivity causes an increase in job satisfaction if the workforce perceives that every reward it receives is considered fair, reasonable and associated with superior work.

Table 1
Leadership pre-survey results on employees
PT. Agung Solusi Trans (Agungrent)

No	Question	Answer (person)				Respondent
		Yes		No		
1	I feel that my leader can show a strong belief in solving the problem at hand	8	53%	7	47%	15
2	I feel that my leader is responsible for dealing with the problem at hand	7	47%	8	53%	15
3	I feel that my leader is optimistic in achieving the company's vision and mission	7	47%	8	53%	15
4	I feel my leader encourages subordinates to think creatively and innovatively	7	47%	8	53%	15
5	I feel my leader pays attention to the needs of subordinates	6	40%	9	60%	15

Source: processed pre-survey data results, 2020

Table 2
Pre-survey results of Work Motivation on employees
PT. Agung Solusi Trans (Agungrent)

No	Question	Answer (person)				Respondent
		Yes		No		
1	I feel that the wages given are sufficient for living expenses	6	40%	9	60%	15
2	I feel that the health and old age insurance and benefits provided are quite good	9	60%	6	40%	15
3	I feel comfortable in the work environment where I work	8	53%	7	47%	15
4	I feel valued for my work	7	47%	8	53%	15
5	I feel given the freedom to actualize my work	7	47%	8	53%	15

Source: processed pre-survey data results, 2020

Table 3
Compensation pre-survey results on employees
PT. Agung Solusi Trans (Agungrent)

No	Question	Answer (person)				Respondent
		Yes		No		
1	I am satisfied with the compensation provided by the company	6	40%	9	60%	15
2	I am satisfied with the timely payment of wages by the company	11	73%	4	27%	15
3	I feel that the compensation is in accordance with my skills	5	33%	10	67%	15
4	I feel that the leave is in accordance with the applicable provisions	12	80%	3	20%	15
5	I feel that the health and social insurance and benefits provided are appropriate	7	47%	8	53%	15

Source: processed pre-survey data results, 2020

This research was conducted at PT. Agung Solusi Trans is a corporate vehicle rental and driver outsourcing service company. The results of the pre-research show that there are several problems including:

- 1) Lack of leadership attention to employee needs
- 2) Lack of leadership responsibility for problems that occur to employees.
- 3) The wages given are not sufficient to meet the needs of a decent living.

- 4) The amount of compensation received is generally perceived as not quite satisfied, because there are still those who say they are not satisfied with the compensation received.
- 5) There is no appreciation from the leadership for the work performance achieved by employees.
- 6) The compensation provided by the company is still not in accordance with the employee's expertise
- 7) The compensation provided by the company is deemed unsatisfactory to employees.

According to the research results of Made Suprpta, Desak Tap & Gede Riana (2015) that leadership has a significant positive effect on job satisfaction and employee performance, while job satisfaction also affects employee performance. Another researcher, R. Joko, Riza & Abdul (2018), also states that leadership has a significant effect on job satisfaction, but motivation does not have a significant effect on employee job satisfaction. The results of different studies are, the researchers examined the k eopen with a different time and place.

The purpose of this research is to analyze and answer the following questions:

- 1) Analyze and determine the level of influence of leadership on job satisfaction of employees of PT. Supreme Trans Solutions.
- 2) Analyzing and knowing the level of influence of work motivation on job satisfaction of employees of PT. Supreme Solutions Trans
- 3) Analyzing and knowing the level of influence of compensation received by employees on job satisfaction of employees of PT. Supreme Solutions Trans
- 4) Analyze and determine the level of influence of leadership, work motivation, and work compensation simultaneously on job satisfaction of employees of PT. Supreme Solutions Trans

II. THEORITICAL REVIEW

A. Job satisfaction

Job satisfaction According to Luthans (2007) is the result of employees' perceptions of how well their work provides things that are considered important. According to Joseph Tiffin (2000) argues that job satisfaction is closely related to the attitude of employees towards their work, themselves, work situations, cooperation between leaders and fellow employees.

Frederick Herzberg (in Aruan and Fakhri, 2015) based on his research, developed the idea that there are two sets of conditions that affect a person in his work, namely intrinsic (from within) and extrinsic (from outside).

According to Robbins and Judge (2015) the factors commonly used to measure job satisfaction are as follows:

- 1) The work itself (*work itself*)
- 2) Working conditions
- 3) Promotion
- 4) Salary or wages (*pay*)
- 5) Supervision (*supervision*)
- 6) Coworkers (*workers*)

B. Leadership

Leadership is an important aspect for a leader, because a leader must act as the organizer of his group to achieve what has been set. Here are some expert opinions on leadership.

According to Robbins and Judge (2015) leadership is the ability to influence a group towards achieving a set vision or goal. According to Robbins and Coulter (2012) said that, "Leadership is what leaders do. It's a process of leading a group and influencing that group to achieve its goals". "Leadership is what leaders do.

Four factors that influence leadership in organizations by Davis in Thoha (2010), namely:

- 1) Intelligence
- 2) Maturity
- 3) Human relations

According to Henry Mintzberg (1992) the role of the leader is:

- 1) The role of interpersonal relations, in this case the function is as an exemplary leader, team builder, coach, director, and consulting mentor
- 2) Function Informal role as monitor, disseminator of information and spokesperson
- 3) The role of decision makers, functions as entrepreneurs, handling disturbances, allocation sources, and negotiators.

From several definitions of leadership put forward by several experts above, it can be concluded that leadership is an activity to influence others and change behavior to achieve common goals.

C. Work motivation

Motivation according to the Big Indonesian Dictionary is an impulse that arises in a person consciously or unconsciously to take an action with a specific purpose. While another opinion according to Robbins and Judge (2015) motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. Meanwhile, according to George R. Terry & Leslie W. Rue (2009), motivation makes someone to work more accomplished, which makes someone complete the job with enthusiasm, because that person wants to do it.

Richard L. Daft (2011) suggests that motivation can be defined as a force that arises from within or from outside a person and generates

enthusiasm and perseverance to achieve something desired.

It can be concluded that work motivation aims to increase employee morale so that employees can do their jobs satisfactorily and produce maximum performance.

According to Gomes (2003), theories that explain the motivation can be grouped into two categories, namely the theory of the content (*content*) and the theory of the process (*process*). Content theory has three main variables in explaining worker behavior, namely:

1. *Employee Needs*. A person works because he has a number of needs to be fulfilled.
2. *Organizational Incentives*. Organizations have a number of rewards for meeting the needs of workers.
3. *Perceptual Outcomes*. Workers usually have a number of perceptions about the value of the rewards provided by the organization, the relationship between performance and rewards, and the possibilities that can be generated through their efforts in their work performance.

It can be concluded that the factors of work motivation come from within and the environment of the individual starting from the needs, desires, and which make the individual act to achieve these needs and desires.

Dimensions and Indicators of Motivation

According to Maslow in Hasibuan (2014), suggests that employee motivation is influenced by physiological needs, safety and security needs, social needs, the need to be self-esteem and self-actualization needs.

Indicators to determine employee work motivation:

1. Physical or physiological needs
2. Safety, security and protection from physical and emotional harm
3. Social

From the dimensions and indicators described above, it can be concluded that work motivation is closely related to the individual employee himself and to the surrounding environment including superiors, co-workers, and how their social relationships are.

D. Compensation

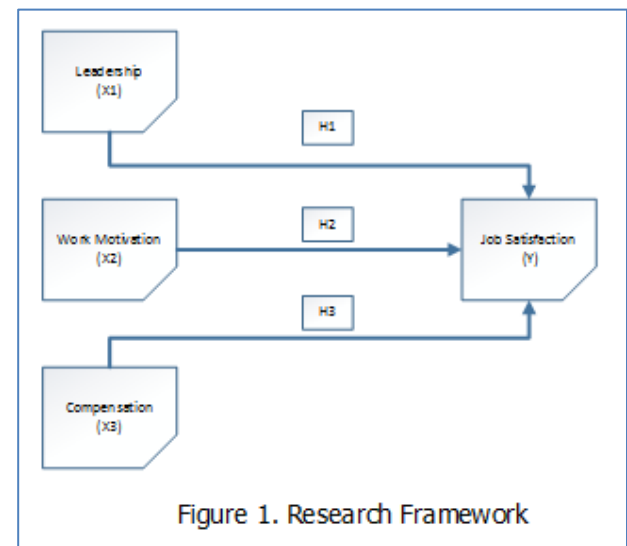
According to Andrew F. Sikula (2000), compensation is everything that is constituted or considered as a reward or equivalent. Mondy & Noe (1990), explains that compensation is any form of reward received by a person in return for his contribution to the organization. Finally, Milkovich and Newman (2005) define compensation as follows, that compensation refers to all forms, from financial rewards

and services and measurable benefits that employees receive as part of an employment relationship.

From the definitions above it can be concluded that:

1. Compensation is everything received by employees as remuneration for the work rendered to the company can be in form of salaries, benefits and services or facilities and so forth that can be valued in money and tend to be given permanently or permanently.
2. Compensate is a function of strategic human resources that have a significant impact on human resource functions more. Financial compensation also affects the overall strategy of the organization because compensation has a strong influence on job satisfaction, productivity, employee turnover, and other processes within an organization.

E. Framework



III. RESEARCH METHODS

A. Research Type/Design

This study uses a descriptive approach that is in accordance with the research objective, namely to explain the cause - effect of an independent variable on the dependent variable by knowing the nature of a situation. The data obtained is based on the formulation of the problem that has been determined. Quantitative descriptive method is used for fact finding with the right interpretation with the intention of finding a picture that can explain systematically supported by accurate facts.

B. Research Variables / Phenomena to be Observed

Sugiyono (2011: 38) argues that the study variables is basically everything in the form of what is defined by the researchers to be studied in order to obtain information about it, then drawn conclusions. For this research, there are 4 (four) variables, namely: 3 (independent variable) and 1 (one) dependent variable. The independent variables in this study are leadership

(X1), work motivation (X2) and compensation (X3). While the dependent variable or the dependent variable is employee job satisfaction (Y).

C. Definition and Operationalization of Variables

1. Leadership Variable (X1)

Table-4: Operational Definition of Leadership Variables

Variable	Dimension	Indicator	Scale
LEADERSHIP (X1)	Charisma	1. Shows strong self-confidence in solving Ordinal problems	Ordinal
		2. Not avoiding trouble menghinda	
		3. Earn respect	
	Inspiration	1. Shows the importance of achieving the target/mission	
		2. Present your vision in an attractive way	
		3. Cultivate a sense of optimism in subordinates	
	Intellectual Stimulation	1. Leaders encourage subordinates to be creative	
		2. Motivate to be innovative	
	Individualized attention	1. Consideration of needs	
		2. Giving Attention	

Source : Soekarso (2010)

2. Work Motivation Variable (X2)

Table-5: Operational Definition of Work Motivation Variables

Variable	Dimension	Indicator	Scale
WORK MOTIVATION (X2)	Psychological Needs	1. Need for salary Ordinal	Ordinal
		2. The need for leave entitlements	
		3. Working conditions	
	The need for security	1. Insurance Guarantee	
		2. Retirement Benefits	
		3. Work safety warning	
	Social Needs	1. Harmonious working relationship	
		2. The need to love and be loved	
		3. The need to be accepted in the group	
	The need for self-esteem	1. Recognition of work performance	
		2. Giving bonuses for work performance	
	The need for actualization	1. Achievement	
		2. Quality employee performance	

Source : Maslow (2010)

3. Compensation Variable (X3)

Table-6: Operational Definition of Compensation Variables

Variable	Dimension	Indicator	Scale
COMPENSATION (X3)	Direct Compensation	1. Timely receipt of salary Ordinal	Ordinal
		2. Receipt of salary according to responsibility	
		3. Receipt of salary according to education level	
		4. Receipt of salary according to the period of work	
		5. THR receipt on time	
	Indirect Compensation	1. Annual Leave Entitlement	
		2. Long leave entitlement	
		3. Giving leave dispensation	
		4. Health insurance	
		5. Assignment guarantee	
		6. Transportation Allowance	

Source : Sedarmayanti (2015)

Job Satisfaction Variable (Y)

Table-7: Operational Definition of Job Satisfaction Variables

Variable	Dimension	Indicator	Scale
JOB SATISFACTION (Y)	Individual	1. Work in accordance with Ordinal expectations	Ordinal
		2. Age-appropriate work	
		3. Get good health facilities	
	Social	1. Feel good family relations in the office	
		2. Good relationship with colleagues	
		3. Freedom of opinion	
	Job	1. Satisfaction with salary received	
		2. Feel at ease at work	
		3. Given the opportunity to advance a career	

Source : Sutrisno (2014)

D. Population and Sample

Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono). The population is not just the number that exists at the object or subject being studied, would but covers all the characteristics / properties owned by the subject or the object. The population and sample in this study were employees of PT Agung Solusi Trans (Agungrent) as many as 200 people, with a sample data of 101 people.

E. Data Analysis Method

The data processing method used in this study uses the SmartPLS for Windows version 3 program.

The stages of data processing in this study consist of: *Convergent Validity Test, AVE Test, Discriminant Validity Test (Cross Loading), Composite Reliability Test and Cronbach Alpha, T-Statistic Hypothesis Test and P-Values.*

IV. RESULTS AND DISCUSSION

A. Descriptive Analysis

Descriptive analysis was used to determine the highest, lowest, and average scores of the questionnaire. Following are the results of descriptive analysis of compensation, motivation, work environment and performance variables.

Table-8: Results of descriptive analysis

Variabel	N	Minimum	Maksimum	Mean
Kepemimpinan	101	1	5	3.97
Motivasi Kerja	101	1	5	4.11
Kompensasi	101	1	5	4.00
Kepuasan Kerja	101	1	5	3.99

Sumber : data diolah peneliti (2020)

The results of the analysis of each dimension are as follows

- For the leadership variable, it can be seen that the statement that has the highest *mean (mean)* of 4.95 with a standard deviation of 0.48 is the statement "I feel my leader shows the importance of achieving work targets". While the statement that has the lowest average value of 3.68 with a standard deviation of 0.81 is the statement "My leader often pays attention, including if we have personal problems". Based on the results above, it can be seen that the average respondent's response tends to agree with the statement in the questionnaire.
- For the work motivation variable, it can be seen that the statement that has the highest average (*mean*) of 4.35 with a standard deviation of 0.50 is the statement "The company provides safety information to employees in an emergency". While the statement that has the lowest average value of 3.50 with a standard deviation of 0.82 is the

- statement "I am satisfied with the salary I currently receive". Based on the results above, it can be seen that the average respondent's response tends to agree with the statement in the questionnaire.
- For the compensation variable, it can be seen that the statement that has the highest average (*mean*) of 4.65 with a standard deviation of 0.48 is the statement "The salary I receive is always given on time". While the statement that has the lowest average value of 3.35 with a standard deviation of 0.96 is the statement "The salary I receive is in accordance with what I expect". Based on the results above, it can be seen that the average respondent's response tends to agree with the statement in the questionnaire.
- For the job satisfaction variable, it can be seen that the statement that has the highest average (*mean*) of 4.32 with a standard deviation value of 0.56 is the statement " The job assignments given are currently in accordance with my abilities". While

the statement that has the lowest average value of 3.57 with a standard deviation of 0.80 is the statement "The salary I receive is in accordance with the demands of the work imposed on me". Based on the results above, it can be seen that the average respondent's response tends to agree with the statement in the questionnaire.

B. Partial Least Square (PLS) analysis with Smart PLS 3.0. software

The data analysis method using Partial Least Square (PLS) is a variance-based structural equation model. The evaluation of the PLS model is based on two basic evaluations, namely:

- 1) Measurement Model (Outer Model) Partial Least Square is used to determine the validity and reliability of indicators measuring latent variables. The construct validity of the measurement model with reflective indicators can be tested by outer loading and using the Average Variance Extracted (AVE) parameter. Outer loading is used to test convergent validity and AVE is used to test discriminate validity. An indicator is said to be valid if the outer loading value > 0.7 or can still be tolerated if it is above 0.5 and if it is below 0.5 it can be excluded from the analysis, besides that it can be measured by looking at the AVE value > 0.5 (Ghazali, 2014:39). Meanwhile, to test reliability, it can be seen based

on the Composite Reliability and Cronbach Alpha values from indicators that measure constructs. A construct is said to be reliable if the Composite Reliability and Cronbach alpha values are >0.7 (Ghozali, 2014:65).

- 2) Structural Model (Inner Model) Inner Model or Structural model aims to predict the relationship between latent variables or test hypotheses, the results of hypothesis testing are seen from the R-Squares value, changes in the R-Squares value can be used to explain the effect of certain exogenous latent variables on variables endogenous latent. Furthermore, a significance test was conducted to determine the effect between variables. The significance value used is the T-table at alpha 0.05 (5 %) = 1.96, then the T-table is compared with the T-count (T-statistics)

The following below is a description of the results of the outer model used in this study, invalid indicators for each variable have been removed (modified) based on the validity and reliability tests that have been described previously, the indicators displayed in each variable have been grouped by dimensions, in the image below the selected inner model is path coefficients with the outer model in the form of outer loadings and the Average Variance Extracted (AVE) construct.

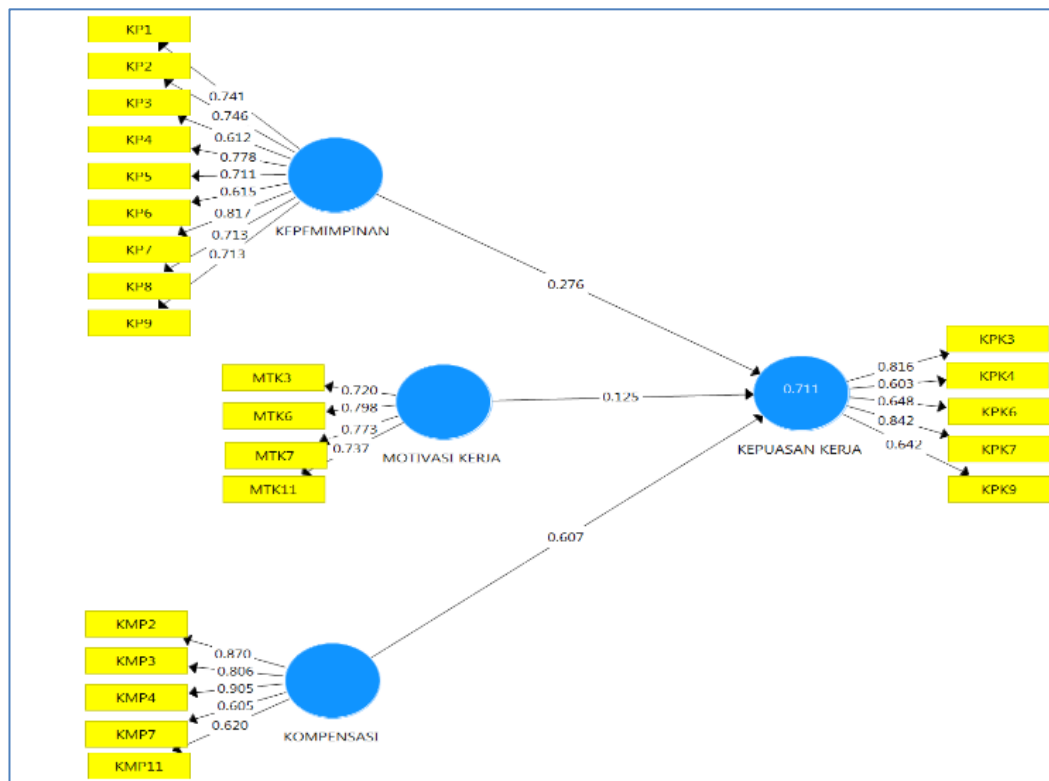


Fig-2: Path Coefficient results between variables
 Source: data processed by researchers (2020)

C. AVE (Average Variance Extracted) Test Results

Table-9

AVE (Average Variance Extracted) Test Results	
Variable	AVE (Average Variance Extracted)
Leadership (X1)	0.517
Work Motivation (X2)	0.574
Compensation (X3)	0.595
Job Satisfaction (Y)	0.514

Source: data processed by researchers with PLS 3.0 (2020)

It can be seen that each construct has met the criteria with an *Average Variance Extracted* (AVE) value above 0.50.

D. Composite Reliability Test Results and Cronbach Alpha

Table-10: Composite Reliability Test Results and Cronbach Alpha

Variable	Cronbach's Alpha	Composite Reliability	Information
Leadership (X1)	0.883	0.905	Reliable
Work Motivation (X2)	0.754	0.843	Reliable
Compensation (X3)	0.824	0.877	Reliable
Job Satisfaction (Y)	0.763	0.838	Reliable

Source: data processed by researchers with PLS 3.0 (2020)

It can be seen that the *Composite Reliability* and *Cronbach Alpha* values have met the requirements, namely having a value of > 0.7 so it can be said that the variables of Leadership, Work Motivation, Compensation and Job Satisfaction are *reliable* or considered reliable to measure the unit of analysis being observed.

E. R-Square Test Results

Testing R-Square based on the results of the research data processing that uses the Smart PLS version 3.0. The evaluation criteria for the inner model can be seen from the results of R-Square, the greater its value means the greater also influence.

Table-11: Composite Reliability Test Results and Cronbach Alpha (R Square)

Variable	R-Square	R-Square Adjusted
Job Satisfaction (Y)	0.711	0.702

Source: data processed by researchers with PLS 3.0 (2020)

From the result of analysis using software Smart PLS that the value of the *R-square* (R^2) variable Job Satisfaction is 0711, which means that the variable Leadership, Work Motivation and Compensation affects job satisfaction by 71.1%, while 28.9% are influenced by other variables that are not rigorous in this research.

F. Hypothesis Results

The final result of the algorithm calculation and bootstrapping process for the Path Coefficient can be seen in the following table:

Table-12: Hypothesis test results

Hypothesis	Path	Original Sample(O)	Sample Mean (M)	Standard Deviation (SIDEV)	T-Statistic (O /STDEV)	P-Values	Description
H1	KP>KPK	0.276	0.285	0.070	3.916	0.000	Positive-Significant
H2	MTK>KPK	0.125	0.123	0.062	2.029	0.043	Positive-Significant
H3	KMP>KPK	0.607	0.605	0.066	9.194	0.000	Positive-Significant

Source: data processed by researchers with PLS 3.0 (2020)

In hypothesis H1 in Table 9, it shows the relationship between Leadership and Job Satisfaction which is significant because it has a t-statistic value > 1.96 which is 3.916 which indicates the direction of Leadership towards Job Satisfaction is positive, and it can be seen that the *P-Values* is 0.000 which is below 0.050 which means significant. . So, it can be concluded that the hypothesis H1 Leadership has a positive and significant effect on job satisfaction.

Work motivation has a positive and significant effect on job satisfaction. It can be seen from the t-statistic value > 1.96 which is 2.029 which indicates the direction of Work Motivation towards Job Satisfaction is positive, and it can be seen that the *P-Values* of 0.043 are below 0.050 which means significant. So, it can be concluded that the H2 hypothesis of work motivation has a positive and significant effect on job satisfaction.

In hypothesis H3 in Table 9, it shows the relationship between Compensation and Job Satisfaction which is significant because it has a t-statistic value > 1.96 which is 9.194 which indicates the direction of Compensation to Job Satisfaction is positive, and it can be seen that the *P-Values* is 0.000 which is below 0.050 which means significant. . So, it can be concluded that the hypothesis H3 Compensation has a positive and significant effect on job satisfaction.

V. CONCLUSION

Based on the results of the analysis that has been done, the conclusions obtained in the study "The Influence of Leadership, Work Motivation, and Compensation on Job Satisfaction on Employees of PT. Agung Solusi Trans (Agungrent)" are as follows

1. Leadership has a positive and significant influence on the Job Satisfaction of PT. Agung Solusi Trans, this means that with good and right leadership, job satisfaction also increases.
2. Work Motivation has a positive and significant effect on Employee Job Satisfaction at PT. Agung Solusi Trans; this means that the provision of high work motivation will also increase job satisfaction.
3. Compensation has a positive and significant effect on the Job Satisfaction of PT. Agung Solusi Trans; this means that the determination of compensation is good and appropriate, so job satisfaction also increases so that employees feel safe and calm in fulfilling their needs.

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