

# The Effect Of Compensation And Leadership On Employee Satisfaction In PT. Rotella Persada Mandiri 1 Perbaungan

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## ARTICLE INFO

### Article history:

Received: 2018-7-28

Revised: 2018-08-28

Accepted: 2018-09-30

### Keywords:

Compensation, Leadership and  
Job Satisfaction

## ABSTRACT

*Job Satisfaction Employees in a company are influenced by many factors, including compensation and leadership in the company. Employees who get compensation in accordance with their achievements and performance will feel satisfied with the company and will motivate themselves to improve their performance, as well as leadership. A good leader who is willing to give an opportunity to employees to actively participate in giving their opinions and ideas to advance the company will give satisfaction to employees and make the employee realize that every employee has an important role to increase company success. The purpose of this study was to determine the effect of compensation and leadership on employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan. The population in this study there are employees of PT. Rotella Persada Mandiri 1 Perbaungan with 55 people. This study uses computer aids for the SPSS program version 23.0. The results of this study indicate that: 1. Partially, the Compensation variable has a significant effect on the Job Satisfaction variable and the Leadership variable does not have a significant effect on the Employee Satisfaction variable at PT. Rotella Persada Mandiri 1 Perbaungan. 2. Simultaneously, the compensation and leadership variables significantly influence employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan. This means that the compensation and leadership factors can increase employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan.*

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## 1. Introduction

Human resources are one of the assets owned by each company or organization, used together with other resources in carrying out activities to achieve company goals. Human resources are an element that is always present in every company or organization. They are planners, actors and determinants of achieving organizational goals.

In the era of increasingly competitive industrialization today, every business person who wants to win competition in the business world will pay full attention to the performance of human resources in the company. In order to achieve this, the company needs employees who are capable, capable, skilled and highly motivated in carrying out the tasks that have become their responsibilities as workers.

The company must be able to create conditions that can encourage and allow it to develop and enhance its capabilities and skills optimally. One effort that can be taken by the company to create these conditions is to meet the needs factors that will later lead to job satisfaction for employees.

This is necessary so that the performance of the employees can improve, have a thoroughness in carrying out the tasks, the growth of cooperation between various work units that carry out different activities. employees who have the knowledge, expertise and good attitude will work optimally, so that the company in managing human resources can be more effective and efficient. One important aspect in managing human resources in a company is the role of a leader.

In an organization be it in a company or government agency, the role of a leader is very important. This is because a leader is the brain of the organization, organizational leaders always make decisions,

make basic plans and determine organizational goals. The success of an organization is largely determined by a leader in leading subordinates, a leader generally has a different leadership style.

Leadership style itself is a way that is done by someone that is a leader in establishing a relationship and influencing his subordinates to work together voluntarily in carrying out tasks related to achieving what is desired by the leader.

The leader's own role is to find out what employees think about the company. That is why a leader needs to establish active communication with his employees. The leader's attitude will determine the development of the team in the company as well as the progress achieved which will ultimately affect the achievement of the performance of its employees.

Improving employee performance in the company can be achieved in several ways, for example through providing appropriate compensation, providing motivation, creating a conducive work environment, and education and training. In addition, a comfortable work environment and providing motivation are basically the rights of employees and the obligation of the company to support the contribution of its employees in order to achieve predetermined goals (Rezsa, 2008).

Compensation is a reward that is obtained by the employee as a remuneration from the performance of an organization or company. Compensation is divided into financial compensation, namely direct compensation and indirect financial compensation. Direct compensation consists of payments that someone gets in the form of salaries, wages, bonuses, and commissions. Indirect financial compensation, also called benefits, includes all financial rewards that are not covered by direct compensation. For example, in the form of facilities, such as: insurance, benefits, pensions, and others. .

In this case employees in most companies will compare the compensation with the sacrifice that has been given to the company. If the employee feels dissatisfaction with the amount of compensation provided there will be an intention to reduce his performance at the company and will become an obstacle for the company in achieving its goals.

## **2. Theory**

### **A. Job Satisfaction**

Job satisfaction is an individual thing. Each individual has a different level of satisfaction in accordance with the wishes of each individual. Job satisfaction at work is job satisfaction that is enjoyed at work by obtaining praise of work results, placement, treatment, equipment, and good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work rather than rewarding.

In the book Industrial and Organizational Psychology by Sutarto Wijono (2010: 97) there is a question that states that satisfaction is a pleasant feeling that is the result of an individual's perception in order to complete a task or fulfill his needs to obtain work values that are important to him.

Robbins in Cepi Triatna (2015: 110) job satisfaction is a general attitude towards one's work that shows the difference between the amount of appreciation received by workers and the amount they believe they should receive. Meanwhile according to Wirawan (2013: 698) job satisfaction is people's perceptions about various aspects of their work.

According to Wexley and Yukl in Wikipedia, job satisfaction is "the way an employee feels about his or her job". This means that the papacy is the way employees feel about themselves or their work. Feelings related to careers, relationships with other employees, work placement and organizational structure. Meanwhile feelings related to him include age, health condition, ability and education.

### **B. Leadership**

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals that are designed to provide individual and organizational benefits. Leadership can also be translated in terms of influence on others, patterns of interaction, behavior, cooperative relationships between roles, positions and administrative positions and other perceptions (Wahjosumidjo 2007: 17). Robbins in Suwatno (2011: 140), leadership is the ability to influence groups to achieve goals. Meanwhile, according to Boone and Kurtz in Suwatno (2011: 240), leadership is the act of motivating others to achieve specific goals

A leader will be able to adjust to the situation. The leadership style that is applied will be adjusted to the needs, situations and conditions that occur in the company. According to Fiedler in Thoha (2011: 291) the leadership style combined with the situation will be able to determine the successful implementation of work.

A leader is someone who has a program and who behaves together with group members by using

certain methods or styles, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving its stated goals. According to Kartini Kartono (2008: 34) Stating as follows "Leadership style is the nature, habits, temperament, character and personality that distinguishes a leader in interacting with others"

According to Miftah Thoha (2010: 49) argues that "Leadership style is the norm of behavior used by someone when the person is trying to influence the behavior of others or subordinates". Meanwhile, according to Wijaya Supardo (2006: 4), revealed that "The style of leadership is a complex way and process where a person influences other people to achieve a mission, task or a goal and direct the organization in a more reasonable way".

### C. Compensation

Compensation is provided by the organization to employees as a form of appreciation or gratitude and repayment. The provision of compensation can have a positive influence on employees, give rise to work motivation, work morale and ultimately will improve the performance of the employees themselves. Improved employee performance will have a positive impact on overall organizational performance.

According to Sastrohadiwiry In the Book of Yuniarsih (2011: 125) The definition of compensation according to Sastrohadiwiry is just compensation or services provided by the company to the workers, because the workers have contributed their energy and thoughts to the progress of the company in order to achieve the stated goals.

Aritonang (2005: 2) states compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to agencies. Notoatmodjo (2009) states that compensation is anything that is received by employees in return for their work or service. Factors that influence compensation are productivity, ability to pay, willingness to pay, labor supply and demand, employee organizations and regulations and legislation.

Based on the description and explanation of compensation from the experts above, it can be concluded that compensation is anything that is received by employees either directly or indirectly in the form of material or non-material income as compensation for contributions, work, service to the company or organization .

## 3. Analysis And Discussion

### A. Multiple Linear Regression Model

The results of calculations for the regression analysis of respondents can be seen in the table below:

Table 1. Multiple Linear Regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.054	3.333		4.217	.000
	kompensasi	.439	.124	.427	3.528	.001
	kepemimpinan	-.234	.128	-.222	-1.833	.073

a. Dependent Variable: kepuasan kerja

Based on the calculation of the constants and beta coefficients, it is known that the multiple regression equation for variable X is as follows:

$$Y = 14,054 + 0.439 X_1 + (-0,234) X_2$$

From the regression equation above can be explained as follows:

- 1) A constant value of 14,054 units indicates an increase in employee Job Satisfaction if the Compensation and Leadership variables are considered constant (*ceteris paribus*).
- 2) Compensation variable regression coefficient ( $X_1$ ) = 0.439 shows the magnitude of the influence of these variables on employee job satisfaction. A positive sign shows the coefficient of a positive relationship. With the meaning that every time there is an increase in one unit of compensation variable, employee satisfaction will increase by 0.439 units assuming that the other variables are constant.
- 3) Leadership regression coefficient variable ( $X_2$ ) = -0.234 shows the magnitude of the influence of these variables on employee job satisfaction. A negative sign indicates a negative direction coefficient. With the meaning that every time there is an increase in one unit of leadership

variables, employee satisfaction will decrease by -0.234 units assuming that the other variables are constant.

#### 4. Hypothesis Test

Testing the hypothesis used in this study using the simultaneous test (F test), partial test (t test), the coefficient of determination test (R<sup>2</sup>).

##### A. Partial Test (T Test)

To partially prove the hypothesis the T test is used to determine the effect of each of the independent variables partially or by themselves in explaining the dependent variable so that it is known which variable is the most dominant influence the dependent variable, namely employee Job Satisfaction of the two independent variables examined in this study.

Then it can be proved the truth of the hypothesis submitted partially, provided that:

- 1) If the sig value <0.05, or T arithmetic > T table then there is the effect of variable X on the variable Y.
- 2) If the sig value > 0.05, or T arithmetic < T table then there is no effect of the variable X on Y.

T test is done by comparing T arithmetic with T table at a significant level of 0.05:  $2 = 0.25$  (two-tailed test) with degrees of freedom df (degree of freedom) =  $n - 2 = 55 - 2 = 53$

Table 2 Partial Recapitulation of Hypothesis Testing Results (T Test)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.054	3.333		4.217	.000
	kompensasi	.439	.124	.427	3.528	.001
	kepemimpinan	-.234	.128	-.222	-1.833	.073

a. Dependent Variable: kepuasan kerja

In the T table obtained T value of 2.006. Then the test results of each independent variable are:

- 1) First Hypothesis Testing (H1)  
Given the Sig value, for the effect of X1 on Y is 0.001 < 0.05 and the calculated T value is 3.528 > T table 2.006. So it can be concluded that H1 is accepted which means that there is an influence of X1 on Y.
- 2) Second Hypothesis Testing (H2)  
Given the Sig value, for the effect of X2 on Y is 0.073 > 0.05 and the T value is -1.833 < T table 2.006. So it can be concluded that H2 is rejected which means there is no effect of X2 on Y.

##### B. Simultaneous Test (Test F)

This test is conducted to determine whether the independent variables together explain the dependent variable. F test analysis is done by comparing F arithmetic and F tables. But before comparing the F value, the level of trust (1- $\alpha$ ) and degree of freedom =  $n - (k + 1)$  must be determined in order to determine the critical value. The Alpha indigo used in this study is 0.05. The F test results can be seen in the following table:

Table 3 Simultaneous Recapitulation of Hypothesis Testing Results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.866	2	42.433	8.297	.001 <sup>b</sup>
	Residual	265.934	52	5.114		
	Total	350.800	54			

a. Dependent Variable: kepuasan kerja

b. Predictors: (Constant), kepemimpinan, kompensasi

##### C. Third Hypothesis Testing (H3)

Based on the Output above it is known that the significance value for the effect of X1 and X2 simultaneously on Y is 0.001 < 0.05 and the calculated F value is 8.297 > F table 3.18. So it can be concluded that H3 is accepted which means that there are simultaneously X1 and X2 influences on Y.

**D. Determination coefficient**

The coefficient of determination is a coefficient used to see how much the independent variable (Compensation and Leadership) can explain the dependent variable (job satisfaction).

Table 4 Determination Coefficient Value and Correlation Coefficient

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.642	.613	3.261

a. Predictors: (Constant), Kompensasi, kepemimpinan

b. Dependent Variable: Kepuasan\_Kerja

Based on table 5.7 it can be concluded that the value of the Determination Coefficient (Adjust R Square) is 0.642, meaning that Job Satisfaction is influenced by Compensation and Leadership, by calculating the Coefficient of Determination (KD). The following formula is the coefficient of determination (KD).

$$BC = r^2 \times 100\%$$

$$BC = 0.642 \times 100\%$$

$$BC = 64.2\%$$

This figure has the intention that Compensation (X1), and Leadership (X2), simultaneously affect Job Satisfaction (Y) of 64.2%. While the remaining 35.8% is influenced by other factors not examined in this study.

Correlation Coefficient (R) of 0.792 shows that there is a very strong relationship between Compensation and Leadership for Job Satisfaction of employees of PT. Rotella Persada Mandiri 1 Perbaungan.

**5. Conclusion**

Based on the above research results, several conclusions can be drawn as follows:

- 1) Partially, the Compensation variable has a significant effect on the Job Satisfaction variable and the Leadership variable does not have a significant effect on the Employee Satisfaction variable at PT. Rotella Persada Mandiri 1 Perbaungan. Thus the better the compensation factor at PT. Rotella Persada Mandiri 1 Perbaungan, it will increase employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan.
- 2) Simultaneously, the compensation and leadership variables significantly influence employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan. This means that the compensation and leadership factors can increase employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan.
- 3) Based on the calculation of the Determination Coefficient it is known that the Adjust R Square value of 0.642. This shows that jointly Compensation and Leadership have a significant influence on employee job satisfaction at PT. Rotella Persada Mandiri 1 Perbaungan of 64.2%. While the remaining 35.8% is influenced by other variables not examined in this study.

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