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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Effect of Financial Compensation, Competency, Leadership Style on the Work Satisfaction

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Abstract: The aims of this study are 1) to analyze the influence of financial compensation, competence, competency, leadership style on the work satisfaction; and 2) to analyze which variables are dominantly affect on dependend variable. The data used are primary data and secondary data. The population in this study were all employees of the Regional Secretariat of the City of Parepare, amounting to 105 people. The sample was determined using the Slovin formula to obtain as many as 83 respondents. Data were collected through observation, questionnaires, and documentation. The data analysis method used descriptive statistical analysis and multiple linear regression using the SPSS program. The result of this study states all hypothesis positively affect on depende variables.

Keywords: Financial Compensation, Competency, Leadership Style, Work Satisfaction
JEL Classification Code: O15, J24,

1. INTRODUCTION

Human resources are central figures in organizations and companies (Thomaidou Pavlidou & Efstathiades, 2021). The higher the team member's ability, the higher the organizational performance. Conversely, the lower the employee's ability, the lower the organizational performance (He & Li, 2021; Luo et al., 2022). For management activities to run well, the organization must have competent employees to manage the organization as optimally as possible to increase employee performance. In realizing its goals, an institution requires quality human resources (HR) because the growth and development of an organization depend on its human resources. Therefore, human resources must be considered properly so that there is an increase in efficiency, effectiveness, and work productivity, which is reflected in the performance of all parties, especially the members in charge of functional areas, both those in the main category and supporting tasks as well as the leadership of the implementation of operational activities assisted by technical employees. operations and administrative, human resources owned by institutions or organizations can be categorized into four resources: financial, physical, human, technological, and system capabilities.

Work motivation is a condition that generates, directs, and maintains behavior related to the work environment. When employees work, they bring their wants, needs, and past experiences that shape their job expectations—the existence of a person's motivation to develop knowledge and abilities to achieve better work performance. Usually, someone with a strong motivation will be responsible for producing better performance. This motivation is intended to provide an incentive to the employee concerned so that the employee works with all his might and efforts (Munawar et al., 2022; Turner et al., 2021). The core of Maslow's theory is that human needs are arranged in a hierarchy. The lowest level of needs is physiological needs, and the highest level is the need for self-actualization. According to Azizi et al., 2021; García-Rodríguez et al., (2020) These needs are defined as follows: (a). Physiological: The need for food, drink, shelter, and freedom from pain. (b). Safety and security (safety and security): The need for space from safe threats from events or the environment (c). Belongingness, social, and love: Needs for friends, affiliation, interaction, and love (d). Self-esteem

(esteem): The need for self-esteem and respect from others (e). Self-actualization: The need to fulfill oneself by maximizing the use of abilities, skills, and potential.

Giving work motivation to employees needs to be done by the Regional Secretariat of the City of Parepare so that employee performance is improves. Based on the observations, the work motivation of the sub-district government officials is generally not optimal. This can be shown by several things, such as lack of morale, low work discipline, not liking to work hard in pursuit of achievement, and so on. This can happen because of work motivation, which is still not widely felt or obtained by employees, such as low levels of welfare, inadequate work facilities, crowded workspaces, and so on (Balkin & Werner, 2022; Goetz & Wald, 2022). Meanwhile, insufficient work competence can be demonstrated by the low level of formal education, lack of adequate skills and abilities caused by the absence of adequate training (training), and lack of experience in carrying out tasks. Simbang District Office employees with high school and diploma education generally have never attended structural, functional, and technical education and training. They have work experience (working period) of an average of 10 years and below. Various examples of cases of not optimal performance public services by employees including services regarding the administration.

In theory, various definitions of motivation usually contain wants, expectations, needs, goals, goals, drives, and incentives (Azizi et al., 2021; Padave et al., 2021). The concept of motivation refers to Maslow's theory that people try to meet more basic (physiological) needs before leading to behavior to satisfy higher needs, namely self-realization (Thompson & Vecchio, 2009). Employees who have high motivation tend to do their work in earnest and try to improve their ability to complete work. The concept of motivation refers to Maslow's theory, namely, that people try to meet more basic (physiological) needs before leading to behavior to satisfy higher needs (Fan et al., 2021; Nisar et al., 2021). Work motivation in this study is the spirit that arises within the employee to do a job to realize personal and organizational goals. The indicators used are 1) fulfillment of physiological needs, 2) fulfillment of a sense of security at work, 3) fulfillment of needs for love, interaction, and belonging, 4) fulfillment of the need for appreciation, and 5) fulfillment of self-actualization needs. The motivation of employees has not been able to support the completion of employee tasks. From the author's observations, some still consider their work a mere routine job because they are less motivated to complete the job well. Whereas carrying out its main tasks requires innovation, there is always room for development in a more advanced and professional direction. In addition, there are still employees who complain that their needs are still not being met, so that in between working hours, they are used to seeking additional income, thus hampering the completion of their main tasks on time. This condition will cause problems for the leadership to motivate employees to carry out their work optimally.

Another factor that also affects employee performance is competence. Employee competence is the ability that must be possessed by a civil servant in the form of knowledge, skills, attitudes, and behaviors needed in carrying out their duties (Balkin & Werner, 2022; Turner et al., 2021). Asadullah et al., 2021; Audenaert et al. (2021) stated that there is a general agreement about the elements of competence, which consist of knowledge, skills, and behavior (personal attributes). Therefore, competence needs to be studied to know its effect on employee performance. In connection with the above phenomenon, it can be identified that efforts to improve employee performance are strongly supported by motivation and competence. Therefore, motivation and competence need to be investigated to determine their effect on employee performance and work satisfaction.

Table 1: Data Summary

Subject	Human Resource Management
Specific subject area	Human Resource Management, Financial Compensation, Competency, Leadership Style, Work Satisfaction
Type of data	Table and Figure
How data were acquired	Survey
Data format	SPSS

Parameters for data collection	The sample is 84 samples
Description of data collection	This research was conducted using a survey approach and distributing questionnaires to analyze the facts and data that support the information needed to support the research discussion. While the type of research is descriptive quantitative that describes and explains the effect of financial compensation, competence, and leadership on job satisfaction of employees of PT Bank Danamon Tbk. District Unit in North Luwu Regency
Data source location	PT. Bank Danamon Tbk. District Unit in North Luwu Regency

Data Description

This research was conducted using a survey approach and distributing questionnaires to analyze the facts and data that support the information needed to support the research discussion. In comparison, the type of research that describes and explains the effects of financial compensation, competence, and leadership on job satisfaction of employees of PT. Bank Danamon Tbk. District Unit in North Luwu Regency. The research was carried out in North Luwu Regency, precisely at Bank Danamon, in 3 sub-districts, namely: Sukamaju District, Bone-Bone District, and Masamba District. In addition, researchers also find it easier to collect research data, both primary and secondary, by conducting interviews with informants. In comparison, the time needed to conduct this research was from July to September 2021. In this study, the population consisted of all employees at Bank Danamon in 3 sub-district units totaling 51 people, namely: 14 people in the Sukamaju District Unit, 18 people in the Bone-Bone District Unit, and 21 people in the Masamba District Unit. Thus, the sampling in this study used the census method, meaning that all the population was used as respondents. The formula used is:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- Y = Work Satisfaction
- X1 = Financial Compensation
- X2 = Competence
- X3 = Leadership
- b0 = Intercept/Constant
- b1, b2, b3 = Regression Coefficient
- e = Error

Table 2: Characteristics of Respondents by Gender at PT Bank Danamon Tbk.

Gender	Frequency	%
Men	43	33,3
Women	41	66,7
Total	84	100,00

Table 3: Characteristics of Respondents by Age Level at PT Bank Danamon Tbk.

Age (Year)	Frequency	%
25 – 31	7	16,27
32 – 38	15	34,88
39 – 45	14	32,56
46 – 52	8	16,27
Total	84	100,00

Table 4: Characteristics of Respondents by Education Level

Education Level	Frequency	%
Diploma	3	3,60
Bachelor	30	35,60
Magister	1	1,20
Senior High School	47	56,00

Education Level	Frequency	%
Junior High School	3	3,60
Total	84	100,00

Table 5: Characteristics of Respondents by Term of Service at PT Bank Danamon Tbk.

No.	Working Period (years)	Frequency	%
1.	≤ 10	30	36,14
2.	11 – 17	39	46,99
3.	≥ 18	14	16,87
Jumlah		83	100,00

Table 6: Description of Indicators of Job Satisfaction Variables

Indicators	Respondent's Answer Score										Mean
	1		2		3		4		5		
	f	%	f	%	F	%	f	%	F	%	
Y.1	0	0,0	0	0,0	2	4,2	12	25,0	34	70,8	4,67
Y.2	0	0,0	0	0,0	2	4,2	14	29,2	32	66,7	4,62
Y.3	0	0,0	0	0,0	7	14,6	16	33,3	25	52,1	4,38
Y.4	0	0,0	0	0,0	6	12,5	29	60,4	13	27,1	4,15

Table 7: Description of Financial Compensation Variable Indicators

Indicators	Respondent's Answer Score										Mean
	1		2		3		4		5		
	f	%	f	%	F	%	f	%	F	%	
X1.1	0	0,0	0	0,0	0	0,0	10	20,8	38	79,2	4,79
X1.2	0	0,0	0	0,0	6	12,5	13	27,1	29	60,4	4,48
X1.3	0	0,0	0	0,0	6	12,5	16	33,3	26	54,2	4,42
X1.4	0	0,0	0	0,0	10	20,8	16	33,3	22	45,8	4,25

Table 8: Description of Competency Variable Indicators

Indicators	Respondent's Answer Score										Mean
	1		2		3		4		5		
	f	%	f	%	F	%	f	%	F	%	
X2.1	0	0,0	0	0,0	2	4,7	11	25,6	30	69,8	4,71
X2.2	0	0,0	0	0,0	2	4,7	14	32,6	27	62,8	4,67
X2.3	0	0,0	0	0,0	5	11,6	14	32,6	24	55,8	4,71
X2.4	0	0,0	0	0,0	6	14,0	16	37,2	21	48,8	4,65

Table 9: Description of Leadership Variable Indicators

Indicators	Respondent's Answer Score										Mean
	1		2		3		4		5		
	f	%	f	%	F	%	f	%	F	%	
X3.1	0	0,0	0	0,0	2	4,2	10	20,8	36	75,0	4,71
X3.2	0	0,0	0	0,0	2	4,2	11	22,9	35	72,9	4,69
X3.3	0	0,0	0	0,0	5	10,4	13	27,1	30	62,5	4,52
X3.4	0	0,0	0	0,0	2	4,2	5	10,4	41	85,4	4,81

Table 10: Recapitulation of Validity Test Results

Variables	Item	r	Sig.	Description
Financial compensation (X1)	X1.1	0,835	0,001	Valid
	X1.2	0,906	0,001	Valid
	X1.3	0,909	0,001	Valid
	X1.4	0,952	0,001	Valid
Competence (X2)	X2.1	0,736	0,001	Valid
	X2.2	0,890	0,001	Valid
	X2.3	0,882	0,001	Valid
	X2.4	0,812	0,001	Valid
Leadership (X3)	X3.1	0,848	0,001	Valid

Variables	Item	r	Sig.	Description
	X3.2	0,906	0,001	Valid
	X3.3	0,912	0,001	Valid
	X3.4	0,926	0,001	Valid
Employee job satisfaction (Y)	Y.1	0,882	0,001	Valid
	Y.2	0,841	0,001	Valid
	Y.3	0,919	0,001	Valid
	Y.4	0,833	0,001	Valid

Table 11: Recapitulation of Reliability Test Results

Variables	Item	Reliabilitas (Cronbach's alpha)	Description
Financial compensation	X1	0,911	Reliable
Competence	X2	0,848	Reliable
Leadership	X3	0,914	Reliable
Job satisfaction	Y	0,889	Reliable

Normal P-P Plot of Regression Standardized Residual

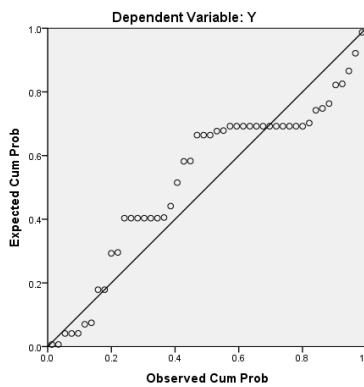


Table 12: Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Financial compensation	0,545	1,835
	Competence	0,644	1,553
	Leadership	0,487	2,052

Scatterplot

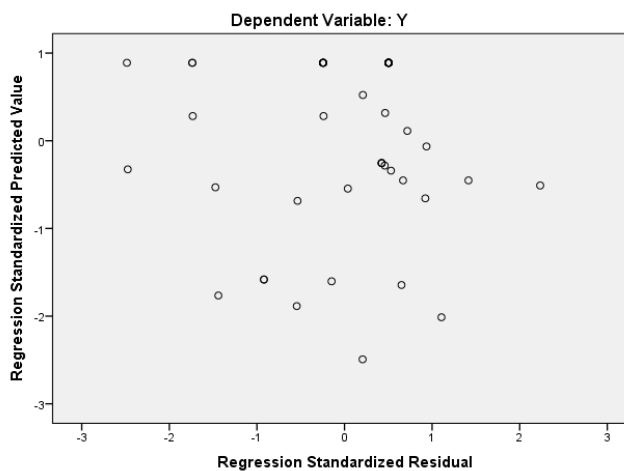


Table 13: Partial Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,094	0,559		0,168	0,867
	Financial compensation	0,340	0,111	0,385	3,059	0,004
	Competence	0,327	0,140	0,270	2,333	0,024
	Leadership	0,281	0,137	0,272	2,045	0,047

Table 14: Simultaneous Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.797	3	3.932	188.728	.000 ^a
	Residual	1.646	79	.021		
	Total	13.443	82			

Table 15: Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.878	.873	.14435

Table 16: Partial Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.032	.197		5.229	.000		
	X1	.335	.088	.344	3.797	.000	.194	5.156
	X2	.200	.075	.290	2.644	.010	.129	7.775
	X3	.233	.069	.339	3.372	.001	.149	6.715

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