

## ANALYSIS OF THE INFLUENCE OF SALARY, LEADERSHIP STYLE, AND WORK ENVIRONMENT ON JOB SATISFACTION (CASE STUDY AT CHEVANI HOSPITAL, TEBING TINGGI CITY)

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### *Abstract*

*This study aims to determine the Analysis of the Effect of Wages, Leadership Style, and Work Environment on Job Satisfaction (Case Study at Chevani Hospital, Tebing Tinggi City). The research method used was a quantitative method using SPSS version 25.00 which was collected from the results of distributing questionnaires to hospital nurses. Chevani as many as 40 respondents. The analytical method used in this study is to use an instrument test, namely the validity and reliability test. The classical assumption test is the normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, analysis of the coefficient of determination (R<sup>2</sup>), hypothesis testing, namely the T test. (Y), the leadership style variable (X<sub>2</sub>) has no effect on the job satisfaction variable (Y),*

**Keywords:** Wages, Leadership Style, Work Environment, Job Satisfaction

### INTRODUCTION

Job satisfaction is indeed one of the most important elements in an organization or company, because job satisfaction can affect employee behavior at work such as enthusiasm, diligence, discipline, and so on. According to (Rival 2011) Job satisfaction is a description of a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work. Employee job satisfaction in a company can be influenced by factors of remuneration or proper compensation, the attitude of the leader in his leadership, and the atmosphere or conditions of the work environment in the company.

The level of job satisfaction received by employees or nurses can be influenced by various factors, one of which is work salary. According to (Rival 2011), salary is something that employees receive as a substitute for their service contribution to the company. Salary is a very important factor in efforts to increase employee job satisfaction, because by giving the right salary and according to employee needs, employee job satisfaction will increase.

Besides salary, another factor that can affect job satisfaction is leadership. According to (Thoha 2012), leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups. Leadership also has an important role in increasing employee job satisfaction, because in an effort to increase employee job satisfaction in a company it is inseparable from the role of the leader in the company. In addition, leadership is the main key in determining decisions and actions in an organization or company. If in the company there are leaders who are good, friendly, and care about the needs of employees, then employee job satisfaction will be fulfilled.

Besides salary and leadership, another factor that can affect job satisfaction is the work environment. According to Nitisemito in (Amsuri Nasution 2013), said that the work environment is everything that is around the workers and which can influence him in carrying out the tasks assigned. The work environment can also affect efforts to increase employee job satisfaction. Every organization or company must strive for good and satisfying working conditions, so that employees at work can feel satisfied with the work they do.

### **LITERATURE REVIEW**

According to (Stephen 2016) Defining job satisfaction is an individual's general attitude towards his work, the difference between the amount of rewards an employee receives and the amount they believe they should receive. Job satisfaction is determined by several factors, namely mentally challenging work, supportive working conditions, supportive co-workers, and personality suitability for work.

According to (Mulyadi 2016), Salary is generally a payment for services performed by employees who have a manager's level of position, permanently divorced months, while Salary is a payment for the delivery of services performed by implementing employees (laborers) generally paid based on working days, working hours the number of product units produced by employees .

Leadership style is a way that is owned by a leader who shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals (Mulyadi 2016). Leadership style is a set of characteristics that are used by leaders to influence their employees so that organizational goals are achieved or it can also be said that the patterns of behavior and strategies implemented by a leader. (Zainal 2015).

According to (Terry 2014) The work environment can be interpreted as the forces that influence, either directly or indirectly, the performance of an organization or company. Another understanding of the work environment is expressed by (Dessler 2015) that the work environment refers to the institutions or forces that are inside or outside the organization and potentially affect the performance of the organization.

### **METHOD**

Data collection techniques or methods used in this research are interviews and distributing questionnaires. The data source for this research was obtained directly from the original source (not through intermediaries).

Data Analysis Method: The validity test was carried out to measure the accuracy of the mouth apparatus in carrying out the task to achieve its goals. The reliability test will show the consistency of the respondent's answer questions contained in the questionnaire. This test is carried out after the validity being tested is a valid question. This reliability test uses the Cronbach Alpha test.

According to (Ghozali, 2016). The normality test is carried out to test whether in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. In the data normality test, it can be done using the one sample

Komogorow Smirnov test, namely with the provision that if the significant value is above 5% or 0.05, the data does not have a normal distribution. The multicollinearity test is used to determine whether in the regression model a high correlation is found between the independent variables. The heteroscedasticity test was carried out to find out whether in the regression model there is an unequal variance from the residual one observation to another.

In this study, the data analysis technique used was multiple linear regression method, where the data was collected through interviews, then analyzed using the indicators used. The method formula is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information :

A	= Constant
$\beta_1, \beta_2, \beta_3$	= independent variable regression coefficient
X1	= Salary Rate
X2	= Leadership Style
X3	= Work Environment
Y	= Job Satisfaction
e	= Standard error

The coefficient of determination aims to find out how much the ability of the independent variable explains the dependent variable, with the help of the SPSS program the coefficient of determination (R<sup>2</sup>) lies in the summary model and writes R square which is said to be good if it is above 0.5 because the R Square value ranges between 0 and 1 , a value close to 1 means that the independent variables provide almost all the information needed to predict the variation of the dependent variable, in this study using Adjusted R Square because there are more than two independent variables and the Adjusted R Square value can fluctuate if the independent variables are added to the research model . In general, the coefficient of determination for cross-sectional data is relatively easy because there is a large variation from each observation.

The t test shows how far the influence of the independent variables individually explains the variation in the dependent variable. The F test shows whether all the independent or independent variables included in the model have a joint effect on the dependent or dependent variable.

## RESULTS AND DISCUSSION

### Content Results and Discussion

#### Validity Test Results

Variable Job Satisfaction (Y)			
Statement	rcount	rtable	validity
1	0.870	0.361	Valid
2	0.680	0.361	Valid
3	0.798	0.361	Valid

4	0.569	0.361	Valid
5	0.539	0.361	Valid
<b>Variable Work Salary (X1)</b>			
<b>Statement</b>	<b>rcount</b>	<b>rtable</b>	<b>validity</b>
1	0.670	0.361	Valid
2	0.535	0.361	Valid
3	0.438	0.361	valid
4	0.596	0.361	Valid
<b>Variable Leadership Style (X2)</b>			
<b>Statement</b>	<b>rcount</b>	<b>rtable</b>	<b>validity</b>
1	0.508	0.361	Valid
2	0.535	0.361	Valid
3	0.438	0.361	Valid
4	0.596	0.361	Valid
5	0.543	0.361	Valid
<b>Variable Work Environment (X3)</b>			
<b>Statement</b>	<b>rcount</b>	<b>rtable</b>	<b>validity</b>
1	0.533	0.361	Valid
2	0.666	0.361	Valid
3	0.474	0.361	Valid
4	0.452	0.361	Valid
5	0.632		
6	0.516		

The table shows that all statement points for each variable are declared valid.

### Reliability Test Results

Variable	Cronbach Alpha	Constant	Reliability
Variable Job Satisfaction (Y)	0.766	0.6	Reliable
Variable Work Salary (X1)	0.811	0.6	Reliable
Variable Leadership Style (X2)	0.682	0.6	Reliable
Variable work environment (X3)	0.709	0.6	Reliable

Based on the reliability test using Cronbach Alpha, all research variables are reliable. then the results of this study indicate that the measurement tools in this study have fulfilled the reliability test (reliable and can be used as a measuring tool).

### One Sample Kolmogorov Smirnov Test

### One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			40
Normal Parameters, b	Means		.0000000
	std. Deviation		1.12369592
Most Differences	Extreme	absolute	.122
		Positive	.091
		Negative	-.122
Test Statistics			.122
asympt. Sig. (2-tailed)			.148c
Monte Carlo Sig. (2-tailed)	Sig.		.575d
	99% Confidence Intervals	Lower Bound	.374
		Upper Bound	.776

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 40 sampled tables with a starting seed of 2000000.

From the output in the table it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.575 where the significance value is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

### Multicollinearity Test Results

#### Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Wages	.863	1.158
	Leadership Style	.831	1.203
	Work environment	.957	1.045

a. Dependent Variable: Job Satisfaction

Based on the table it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

One way to detect the presence or absence of heteroscedasticity is with the Glejser test, in the glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication of heteroscedasticity occurring.

### Glejser Test Results

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	std. Error	Betas		
1	(Constant)	1,456	209		.69	.49
	Wages	.066	.067	.177	.99	.32
	Leadership Style	-.043	.061	-.127	-.695	.49
	Work environment	-.027	.054	-.085	-.501	.61

a. Dependent Variable: ABS\_RES

The results of the Glejser test show a significance value of work salary of 0.328, leadership style of 0.492 and work environment of 0.691 where all three are greater and 0.050 so that it can be concluded that there are no symptoms of heteroscedasticity.

### Multiple Linear Regression Results

#### Coefficientsa

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	std. Error	tolerance	VIF
1	(Constant)	2,544	4,210		
	Wages	.136	.134	.863	1.158
	Leadership Style	-.094	.124	.831	1.203
	Work environment	.764	.109	.957	1.045

a. Dependent Variable: Job Satisfaction

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 2.544 indicates the magnitude of the job satisfaction variable if the work salary, leadership style and work environment variables equal zero.
- The regression coefficient value of the work salary variable (b1) is 0.136 indicating the magnitude of the role of the work salary variable on job satisfaction variables with the assumption that the leadership style and work environment variables are constant.
- The regression coefficient value of the leadership style variable (b2) is -0.094 indicating the magnitude of the role of the leadership style variable on job satisfaction variables with the assumption that the variable salary and work environment are constant.
- The regression coefficient value of the work environment variable (b3) is 0.764 indicating the magnitude of the role of the work environment variable on the job

satisfaction variable with the assumption that the work salary variable and leadership style are constant.

**Coefficient of Determination**

**Summary model b**

Model	R	R Square	Adjusted R Square
1	.782a	.612	.579

a. Predictors: (Constant), Work Environment, Salary, Leadership Style

b. Dependent Variable: Job Satisfaction

Based on the table, it can be seen that the value of the adjusted R square is 0.579 or 57.9%. This shows that the variable salary, leadership style and work environment can explain the job satisfaction variable by 57.9%, the remaining 42.1% (100% - 57.9%) is explained by other variables outside this research model.

**Partial Test (t)**

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	std. Error	Betas	t	
1	(Constant)	2,544	4,210		.604	.55
	Wages	.136	.134	.115	1012	.318
	Leadership Style	-.094	.124	-.088	-.761	.452
	Work environment	.764	.109	.757	7,039	.000

a. Dependent Variable: Job Satisfaction

a. Hypothesis Test of the Effect of Work Salary on Job Satisfaction

From the table it is obtained that the tcount is 1.012 With  $\alpha = 5\%$ , ttable (5%; nk = 37) is obtained a ttable value of 2.026. From this description it can be seen that tcount (1.012) < ttable (2.026), likewise with a significance value of 0.318 > 0.05 then it can be concluded Work salary has no effect on job satisfaction.

b. Hypothesis Test of the Effect of Leadership Style on Job Satisfaction

From the table it is obtained that the tcount is -0.761 With  $\alpha = 5\%$ , ttable (5%; nk = 37) obtained a ttable value of 2.026 From this description it can be seen that tcount (-0.761) < ttable (-2.026), and its significance value is 0.452 > 0.05 then it can be concluded leadership style variable has no effect on job satisfaction variables.

c. Hypothesis Test of the Effect of Work Environment on Job Satisfaction

From the table it is obtained that the tcount is 7.039 With  $\alpha = 5\%$ , ttable (5%; nk = 37) obtained a ttable value of 2.026 From this description it can be seen that tcount(7.039)

> ttable (2.026), and its significance value is 0.000 < 0.05 then it can be concluded influential work environment variables on job satisfaction variables.

**Simultaneous Test Results (F)**

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75,76	3	25,254	18,4	.00
	Residual	47,98	36	1,371	21	0b
	Total	123,7	39			
		44	9			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment, Salary, Leadership Style

From the table, the Fcount value is 18.421. With  $\alpha = 5\%$ , dk quantifier: k, dk denominator: nk-1(5%; 3; 36) the Ftable value is 2.87. From this description it can be seen that Fcount (18.421) > Ftable (2.87), and a significance value of 0.000 < 0.05, it can be concluded that the fourth hypothesis is accepted, meaning Salary, leadership style and work environment have a simultaneous effect on performance variables.

**Contents of Discussion Results**

1. The Effect of Work Salary on Job Satisfaction

Based on the results of the analysis of hypothesis 1 it can be seen that Work salary has no effect on job satisfaction. This is supported by the results of the respondents' answers which show that item 3 is equal to 4.317, which means that the respondents tend to strongly agree and agree that the hospital provides a difference in salary/salary based on their education. So it means that the salary received has differences based on education.

2. The Effect of Leadership Style on Job Satisfaction

Based on the results of the analysis of hypothesis 2, it can be seen that leadership style has no effect on job satisfaction variables. This study shows that the leadership style accepted by employees has no effect on job satisfaction because the leadership style received by employees is not in accordance with expectations or expectations, thereby reducing job satisfaction.

3. The Influence of the Work Environment on Job Satisfaction

Based on the results of the analysis of hypothesis 3 it can be seen that influential work environment on job satisfaction. This is supported by the regression coefficient value of the work environment variable (b3) of 0.764 indicating the magnitude of the role of work environment variables on job satisfaction variables with the assumption that the variables of work salary and leadership style are constant. This means that if the work environment variable factor increases by 1 unit value, then it is predicted that the job satisfaction variable increases by 0.764, it can be concluded that the better the work environment, the higher the job satisfaction obtained.



## CLOSING

### Conclusion

This study tries to answer the research objective, namely to find out Analysis of the Effect of Salary, Leadership Style, and Work Environment on Job Satisfaction (Case Study at Chevani Hospital, Tebing Tinggi City). The results of testing the hypothesis using multiple linear regression analysis with two independent variables and one dependent variable show that:

1. Salary has no effect on job satisfaction at the hospital. Chevani High Cliff City.
2. Leadership style has no effect on job satisfaction variables at the hospital. Chevani High Cliff City.
3. Influential work environment on the variable of job satisfaction at the hospital. Chevani High Cliff City.
4. Wages, leadership style and work environment have a simultaneous effect on performance variables on RS. Chevani High Cliff City.

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