

The Affect of Compensation, Motivation, Leadership, Organizational Culture, and Work Environment on Job Satisfaction of Employees at Danamon Bank

PrastikaAriantiDewi Jatmika¹, Waseso Segoro²

¹Faculty of Economic, Gunadarma University, Indonesia

²Faculty of Economic, Gunadarma University, Indonesia

Abstract

The objects in this research are all employees of Danamon Bank, about 100 of its employee's Bank. The technique of data analysis used will be the test of the research instrument, the classical assumption test, multiple linear regression test, t-test, F test, and R2. The result of this research is there was a positive influence and significance between compensating (X1) with job satisfaction (Y). This is indicated Deng's value of the regression coefficient 0,387 and the value of calculated t (17,689) > t table (1,660) and also signs (0,000) < signed (0,05). There is also a positive effect and a significant motivation (X2) to job satisfaction (Y). It is indicated by value of regression coefficient is 0,063 and value calculated t (1,226) < t table (1,660) and also signs (0,223) > signed (0,05). There are a positive effect and the leadership of significant fish (X3) on job satisfaction (Y). The thing is indicated by value of the regression coefficient 0,127 and value calculated t (3,168) > t table (1,660) and also signs (0,002) < signed (0,05). It gets a positive effect on organizational cultures and significant fish (X4) on job satisfaction (Y). Hal is indicated by value of the regression coefficient 0,520 and value calculated t (11,983) > t table (1,660) and also signs (0,000) < signed (0,05). There is a positive effect and the working environment is signiffish (X5) to job satisfaction (Y). The thing is indicated by the value of the regression coefficient is 0,063 and value calculated t (1,766) > t table (1,660) and also signs (0,081) > signed (0,05). There are a positive effect and significant compensation (X1), motivation (X2), leadership (X3), an organizational culture (X4), and a working environment (X5) to job satisfaction (Y). In terms of this study are ready to continue shown with a value calculated F (370,576) > table F (2,310) and sign (0,000) < signed (0,05). The conclusion we can take from the research is that compensation, motivation, leadership, organizational culture, and work environment directly has a positive effect and are significant to job satisfaction. The advice that can be given by the Bank is to give allowances reasonably and give promotion according to employees' ability.

Key Word: Compensation, Motivation, Leadership, Organizational Culture, Work Environment, and Job Satisfaction

Date of Submission: 25-09-2020

Date of Acceptance: 08-10-2020

I. Introduction

The construction of a nation requires the main capital is human resources. Already since long understood that human resources (HR) is a factor first and foremost in advancing the welfare of a nation. The experience of many countries has proved the correctness of such opinions. Various countries in the world despite having no natural resources, but if you have human resources that are educated, skilled, disciplined, diligent, willing to work hard, and loyal to the ideals of the struggle of his people, it turns out managed to achieve the progress of the very best sometimes even other countries are in awe of him. A phenomenon that occurs in the construction of a nation implies the consciousness of the importance of the humanitarian dimension in the implementation of the development. It clearly can be observed from the occurrence of shifts in the orientation which started from a view that considers aspects of human resources as the object of development turned to the direction of view which considers human resources to be in view as subjects who are actively involved in the development process.

The ability of human resources is a manifestation of the quality of work of employees in the workplace, human resources will produce an optimal job and following the standard of work has been determined. Human resources are the most important job in a company or organization. The creativity and innovation of human resources are needed by the organization to achieve the goals of the organization at work. So also, on the contrary, human resources have a variety of needs that want fulfillment. The desire of employees is to fulfill the requirements then the employees expected to get compensation in the work. Compensation given to employees

is very important because the size of the compensation is a measure of employee satisfaction, then if the system of compensation provided by the company was fair to employees, will motivate employees to better do their job and is liable for each task of a given organization. Thus, each organization should set compensation with the right, so that it can affect the performance of the employees which will increase employee performance. The system of awarding compensation in one organization will be different from other organizations. This is influenced by the type of business and the ability of the company or organization.

To improve the performance of employees, the need for a work environment is better. The presence of the work environment provided by the organization is very supportive of employees in the work, in addition to the absence of an adequate environment that also includes compensation which is clear, supportive, and fair for employees. Employee job satisfaction can be caused by several factors, among others: remuneration, proper placement under the skills itself or ability, the severity of the work, the atmosphere and the work environment, equipment support the execution of the work, leadership, the nature of the work is monotonous or not. With high satisfaction, it will create outstanding employees where the work can be completed quickly, the error can decrease, the possibility of displacement employee to the other parts can be reduced, the use time break with the right, and others that in the end effectiveness can be achieved (Hasibuan, 2009:203). Satisfaction employees are very influential in the achievement of organizational goals. If a level of productivity is low then the organization will have a lot of difficulty in the completion of the work to be done.

II. Literature Review

Compensation

According to Mutiara S. Panggabean (2004: 75), compensation is any form of appreciation given to employees as remuneration for the contribution they give to the organization. According to Yani (2012: 139), compensation is a form of payment in the form of It and incentives to motivate employees so that the productivity of work is increasing.

Motivation

According to Malay (2005: 143), motivation is derived from the Latin word *movere* means encouragement or the provision of the driving force that creates enthusiasm for work, someone that they want to work together, work effectively, and integrate with all its efforts to achieve satisfaction. Motivation in management within the right target on the human resources general and subordinates in particular. The importance of motivation because motivation is a thing that causes, distributes, and supports human attitude, so willing to work diligently and enthusiastically achieve optimal results.

Leadership

According to Sutarto (1998b: 25), leadership is a series of activities structuring the form of the ability to affect the others behavior in certain situations so willing to work together to achieve goals that have been set. According to Fiedler (1967), leadership is the pattern of relationships between individuals who use the authority and influence groups of people to work together to achieve goals.

Organizational Culture

According to Lathans (1998), the culture of the organization there is a norm -norms and values- values that direct the behavior of organization members. Each member organization will behave by the prevailing culture that is accepted by the environment. According to Sarpin (1995), the organizational culture there is a system of values, beliefs, and habits within an organization that interact with the structure of the system formally to generate the norm of conduct of the organization.

Work Environment

According to Isyandi (2004: 134), the work environment is something that exists in the workers who can influence himself in the line of duty such as temperature, humidity, ventilation, lighting, noise, cleanliness of the working place and adequate the work tools. According to Simanjuntak (2003: 39), the work environment can be interpreted as the overall tooling is encountered, the surrounding environment where work, his working methods, as the influence of it works either as an individual or as a group.

Job Satisfaction

According to Hasibuan (2006: 202), job satisfaction is a pleasant emotional attitude, and loves his job. This attitude is mirrored by morale, discipline, and work performance. Job satisfaction is enjoyed in the work, outside of work, and the combination of inside and outside of work.

The Research Hypothesis

H1 : Compensation affected the job satisfaction of employees at Danamon Bank

H2 : Motivation affected the job satisfaction of employees at Danamon Bank.

H3 : Leadership affected the job satisfaction of employees at Danamon Bank.

H4 : Organizational Culture affected the job satisfaction of employees at Danamon Bank.

H5 : The work Environment affected the job satisfaction of employees at Danamon Bank.

H6 : Compensation, motivation, leadership, organizational culture and work environment simultaneously affected job satisfaction of employees at Danamon Bank.

III. Research Methods

Population and Sample

According to Sugiyono (2016), the population is a generalization region consists objects or subjects that have certain qualities and characteristics that are set by the researcher to be studied and then drawn conclusions. From the definition, it then becomes the population in this study of Danamon Bank employees to fill an online questionnaire. To specifies the total of samples in this writing by the total of respondents of 100 respondents.

Method of Data Collection

To get the required data the method used in this research is :

- *Questionnaire (Question List)*

This method is done by asking a list of questions to the respondents. Questions are measured using a Likert scale by intervals of 1–5 are strongly agree, agree, quite agree, not agree, and strongly disagree.

Method of Data Analysis

The data analysis method used in this experimentation are include test instruments for research (the test validity and test reliability), test, classic assumption test (normality test, a test of multicollinearity and test heteroskedasticity), a test of multiple linear regression, a test of the hypothesis (test t and test F) as well as coefficient determination.

IV. Results and Discussion

Hypothesis	Statistic Test	Result	Meaning
H1 Compensation	$T_{\text{calculate}} > T_{\text{table}}$ (17.689 > 1.660) Significance Value : 0.000 < 0.05	Affected	Variable compensation affected the job satisfaction of employees of Danamon Bank. It means that the better compensation provided by the bank, the employees' satisfaction is increasing.
H2 Motivation	$T_{\text{calculate}} > T_{\text{table}}$ (1.226 > 1.660) Significance Value : 0.223 > 0.05	Not Affected	Variable motivation does not affected the job satisfaction of employees of Danamon Bank. Due to the motivation variable was not a barrier for employees in the work.
H3 Leadership	$T_{\text{calculate}} > T_{\text{table}}$ (3.168 > 1.660) Significance Value : 0.002 < 0.05	Affected	Variable leadership affected job satisfaction of employees of Danamon Bank. Due to leaders always appreciate the work of the employee, so that employee satisfaction is increasing.
H4 Organizational Culture	$T_{\text{calculate}} > T_{\text{table}}$ (11.983 > 1.660) Significance Value : 0.000 < 0.05	Affected	Variables of organizational culture affected job satisfaction of employees of Danamon Bank. By the cooperation of the more closer, making the employees more satisfied at work.
H5 Work Environment	$T_{\text{calculate}} > T_{\text{table}}$ (1.766 > 1.660) Significance Value : 0.081 > 0.05	Affected	Variable work environment affected the job satisfaction of employees of Danamon Bank. The presence of flexibility given in completing the work makes employees are more satisfied.
H6 Compensation, Motivation, Leadership, Organizational Culture and Work Environment	$F_{\text{calculate}} > F_{\text{table}}$ (370.576 > 2.310) Significance Value : 0.000 < 0.05	Affected	Variable compensation, motivation, leadership, organizational culture, and work environment affected job satisfaction of employees of Danamon Bank. It means, if motivation is given according to the ability then employees' satisfaction is increasing.

V. Conclusion and Suggestion

Conclusion

The results of research on the affect of compensation, motivation, leadership, organizational culture, and work environment and job satisfaction of employees of Danamon Bank, it can be made some conclusions are:

1. Compensation affected the satisfaction of the job of employees of Danamon Bank.
2. Motivation does not affect the job satisfaction of employees of Danamon Bank.
3. Leadership affected the job satisfaction of employees of Danamon Bank.
4. Organizational culture affected the job satisfaction of employees of Danamon Bank.
5. Work environment affected the job satisfaction of employees of Danamon Bank.
6. Compensation, motivation, leadership, organizational culture, and work environment simultaneously affected the job satisfaction of employees of Danamon Bank.

Suggestion

Based on the results obtained, then the suggestions that can be given is as follows:

1. The company is expected to be fairer in providing benefits to the employees because some employees still feel unfair the allowances and employees due to the difference in salaries between employees that do not fulfill the expectations. From this, the company is expected to be fairer in giving compensation to the employees, so that employees feel satisfied to accept the results of the work they have done.
2. In terms of motivation, some of the employees are still there who are not satisfied with the promotion, so they are there I feel not satisfied. It can be due to unsuitability between the promotion with their ability to accept a job or not suitable. Therefore, the company needs to improve the quality of the employees to make employees work maximally.
3. Natural leadership is produced by e-cost leaders who can provide a sense of comfort to employees in the work so that employees do not feel distressed if you're on the side of the leader.
4. Work in a team is better than working alone. In the culture of the organization and its employees, the sidelines you want to please his superiors. Therefore, the company is expected to further enhance the organizational culture that is better, so between superiors and subordinates can work well together.
5. The work environment in companies comprising from a range the level of education and level of education of employees can affect in work. Therefore, the company is expected to be more precise in the determination of the level of education of the employees, and certainly, the work what they do is following the level of their prior education.n, so the work becomes maximally.

References

- [1]. A.S, Munandar. 2001. *Psikologi Industri dan Organisasi*. Jakarta: UI.
- [2]. Algifari. 2003. *Statistika Induktif untuk Ekonomi dan Bisnis*. Yogyakarta: AM YKPN.
- [3]. Augusty, Ferdinand. 2006. *Metode Penelitian Manajemen : Pedoman Penelitian untuk Skripsi, Tesis dan Disertai Ilmu Manajemen*. Semarang: Universitas Diponegoro.
- [4]. Ardana, I Komangdkk. 2012. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- [5]. Gomes, Faustino Cardoso. 2003. *Manajemen Sumber Daya Manusia*. Jakarta: Andi Offset.
- [6]. Hasibuan, Malayu SP. 2005. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT Bumi Aksara.
- [7]. Hasibuan, Malayu SP. 2006. *Manajemen Dasar, Pengertian dan Masalah*. Edisi Revisi. Jakarta: PT Bumi Aksara.
- [8]. Hasibuan, Malayu SP. 2009. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT Bumi Aksara.
- [9]. Herman, Sofyandi. 2008. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- [10]. Isyandi, B. 2004. *Manajemen Sumber Daya Manusia dalam Perspektif Global*. Pekanbaru: Unri Press.
- [11]. Margono. 2004. *Metodologi Penelitian Pendidikan*. Jakarta: Rineka Cipta.
- [12]. Minarsih, Maria Magdalena dkk. 2015. *Pengaruh Kompensasi, Keahlian dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada Bank Permatad cabang Bangkok Semarang*. Sari. Volume 1: Nomor 1 Februari 2015.
- [13]. Panggabean, S. Mutiara. 2004. *Manajemen Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- [14]. Simanjuntak, Payaman J. 2003. *Produktivitas Kerja, Pengertian dan Ruang Lingkupnya*. Jakarta: Prisma.
- [15]. Siswanto dan Agus Sucipto. 2008. *Teori dan Perilaku Organisasi*. Malang: UIN Malang Perss.
- [16]. Sugiyono. 2007. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- [17]. Sutarto. 1998. *Dasar – dasar Kepemimpinan Administrasi*. Yogyakarta: Gajah Mada University Press.
- [18]. Sutianto, Djoko. 2006. *Pengaruh Kepemimpinan, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai Badan Perencanaan Daerah (BAPEDA) Kota Surakarta*. Surakarta: Universitas Muhammadiyah Surakarta.
- [19]. Suwatmodan Priansa D. 2011. *Manajemen Sumber Daya Manusia dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- [20]. Yani, M. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Mitra Wacana Media.
- [21]. Zainal, Veithzal Rivaidkk. 2014. *Manajemen Sumber Daya Manusia dari Teori ke Praktik*. Jakarta: Rajawali Perss.

Prastika Arianti Dewi Jatmika, et. al. "The Affect of Compensation, Motivation, Leadership, Organizational Culture, and Work Environment on Job Satisfaction of Employees at Danamon Bank." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(10), 2020, pp. 53-56.