The Influence of Leadership and Compensation on Work Objectives of Employees of PT. Rava Ataya (Konawe Regency, South Sulawesi, Southeast Sulawesi)

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-- **ABSTRACT** --

This study aimed to examine and explain the effect of leadership and compensation on the job satisfaction of employees of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi) either partially or simultaneously. This quantitative research approach uses a survey method with an explanatory research design. They are collecting data using an instrument in the form of a questionnaire—sampling technique with the non-probability sampling method. The type of non-probability sampling used is the census sample in this study, with 54 respondents. The analytical tool used is multiple linear regression. Researchers used SPSS version 24.00 for windows to manage data and draw conclusions. The results showed a positive and significant influence between leadership and compensation on employee job satisfaction, either partially or simultaneously. With a high R-Square value, this variable can affect job satisfaction research variables. Subsequent research examines other variables, such as motivation, compensation, work environment, and the dependent variable of employee performance.

I. INTRODUCTION

The era of globalization is marked by the opening of intense competition in all fields. In facing various challenges in the era of globalization, organizations must improve the quality of human resources so that they have special skills and increase their competitive advantage. (Sari & Wahyono, 2014). According to Edison et al. (2018:10), Human resource management is management that focuses on maximizing the abilities of its employees or members through various strategic steps to improve employee performance towards optimized organizational goals. The development of a company is determined by the quality of human resources within the company.

Human resources are one of the most important factors in a company. The participation of skilled, creative, and innovative human resources will help the company to achieve its goals. (Septerina & Irawati, 2018). Human resources as one of the elements that determine the success of an organization; on the other hand, also beings who have certain thoughts, feelings, needs, and expectations. This situation makes human resources an asset that must improve efficiency and productivity. To achieve this, the important thing that should consider in maintaining these relationships, among others, is employee job satisfaction. (Hayati, 2016).

One of the functions of human resource management, according to Bangun (2012:11), is integration which includes work motivation and job satisfaction. Job satisfaction reflects a person's feelings towards his job. Can be seen in the positive attitude of employees towards work and everything they face in their work environment. Employee job satisfaction will result in good and increased performance. It positively impacts the company because it provides benefits that can help it achieve its goals. (Septerina & Irawati, 2018).

That can achieve Job satisfaction if employees are productive at work and the company can meet employee expectations. If the leader or co-workers do not support or care for each other, the work will not go well and cause problems. Automatically employee job satisfaction will decrease. Leaders and co-workers should understand and motivate each other to create a good working relationship. A good working relationship will create job satisfaction for employees.

Based on observations made by researchers at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi), there are still employees who feel that the promotions they get are not on their work performance. Employees also don't like to be supervised at work, so their perceived job satisfaction decreases; then, there are still some employees who feel they are not getting work benefits such as incentives, health benefits, and others, causing a decrease in employee job satisfaction.

In addition to the organization itself, leadership must become the benchmark for several employees' attention because if there is no leader in an organization, the organization's goals will be difficult to achieve. Furthermore, leadership is a trait used to influence people or groups to achieve goals and objectives in any community. Organizations also need leaders who can realize the vision and mission for better goals in the future. (Christanto, Febryan, 2017).

Based on observations made by researchers at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi) shows that there are still employees who feel that the leadership is less firm in making decisions, does not provide direction, and is less harmonious in establishing relationships with employees. The leadership also lacks supervision and is less responsible for employee problems.

In addition to leadership factors, compensation also greatly affects employee satisfaction. Compensation is everything that employees receive as compensation for the work they have done. (Laminingrum, 2016). This compensation can be financial or non-financial; direct financial compensation consists of payments obtained by employees in the form of salaries, wages, bonuses, and commissions. Indirect compensation, also known as benefits, includes all financial rewards not covered by direct compensation. Non-financial compensation consists of the satisfaction a person gets from the job or the physical environment in which the person works. (Soeriawibawa, Kusumawati, & Siswanto, 2017).

Based on observations made by researchers at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi), regarding compensation, there are still some employees who feel that the incentives are not in line with the expectations and the workload of the employees. In addition, some employees feel their salary is not by their educational background and years of service. Theoretically, as described above, many other variables affect job satisfaction. From the background and existing problems, the authors are interested in conducting research under "The Influence of Leadership and Compensation on Employee Job Satisfaction at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi)"

II. LITERATURE REVIEW

The theoretical basis in this study begins with a theoretical study as a theoretical basis, namely the theory of HR management. Flippo (2005:12) defines HRM as planning, organizing, directing, and controlling the workforce, development, compensation, integration, maintenance, and termination of employment with HR to achieve individual, organizational, and community goals. In the same opinion, Malthis and Jackson (2011:14) state that HR management is a formal design system that closely relates to organizational activities to increase the effectiveness and efficiency of achieving organizational performance and goals.

2.1 Human Resource Management

In simple terms, human resource management means managing people because humans are the main and decisive source of all existing resources in an organization. Therefore, human resource management is attracting, selecting, developing, maintaining, and using human resources to achieve individual and organizational goals (Handoko 2001:4).

The same opinion was also expressed by Malthis and Jackson (2011:14), that HRM is related to the formal design system of the organization to determine the effectiveness and efficiency of employee talent to realize organizational goals. Then Edwin Flippo (2002:12) defines HRM as planning, organizing, directing, and controlling the workforce, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational, and community goals.

Human Resource Management is the policy and practice of determining a management position's human or human resource aspects, including recruiting, screening, training, rewarding, and appraising (Dessler, 2018;5). From some of the opinions of the experts described above, it can conclude that if human resource management is managed professionally, it is expected that employees can work optimally and productively for the organization because there is a balance between the needs of employees or employees with the demands and abilities of an organization. After all, human resource management is a part of organizational management that focuses on elements of human resources.

2.2 Leadership

Kartono (2017:57) states that leadership is the ability to influence other people, subordinates, or groups, directing the behavior of subordinates or others to achieve organizational or group goals. Meanwhile, Edison et al. (2018: 87) reveal that leadership is an action that influences other people or their subordinates to want to work together to achieve certain goals. Similarly, Suwatno & Priansa (2018:141) state that leadership is the ability to give constructive influence to others to make cooperative efforts to achieve planned goals. This study uses four indicators, namely (1) assistance (support), (2) ease of interaction, (3) prioritizing goals (4) k ease of work, which was adopted from Bennis and Nanus (1985)

2.3 Compensation

According to M. Ma'ruf Abdullah (2016: 72), compensation is a service fee to employees for their contribution to achieving company goals. Compensation, according to Hasibuan (2017: 118), all income is in the form of money, goods that employees directly or indirectly receive in return for services provided to companies or agencies. According to Mangkunegara (2015:83), compensation is something that is considered as something comparable. In employment, monetary rewards are compensation to employees for their services. Hasibuan (2017: 86) suggests the dimensions and indicators of compensation in general, namely:

1. Direct Compensation
   a) Wages
   b) Incentives
2. Indirect Compensation
   a) Insurance
   b) Office Facilities
   c) Allowance
   d) Uniform

2.4 Job satisfaction

Job satisfaction has many sides; on one side, it is satisfactory, and on the other, it is not. Robbins in Hamali (2016: 200) states that: Job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Sutrisno (2013: 75) states that: Job satisfaction is a feeling of pleasure or displeasure of workers in viewing and carrying out their work. If someone is happy with his job, then that person is satisfied with his job.

From some of the definitions above, it can conclude that job satisfaction is a pleasant or unpleasant emotional feeling felt by employees in their work that can produce something that fulfills their personal needs, desires, hopes, and ambitions so that they feel physically and mentally satisfied. Mentally. Many factors affect employee job satisfaction. The factors in their role in providing satisfaction to employees depend on each employee's personality. The factors that influence satisfaction, according to Sutrisno (2013: 80), are as follows: 1) Psychological factors, 2) Social factors, 3) Physical factors 4) Financial factors.

According to Naser Valaei and Shokouh Jiroudi (2016), there are 10 indicators of job satisfaction: financing (salary), promotion, benefits, co-workers, supervision, contingency awards, operating conditions, nature of work, communication, and work performance.

2.5 Conceptual Framework
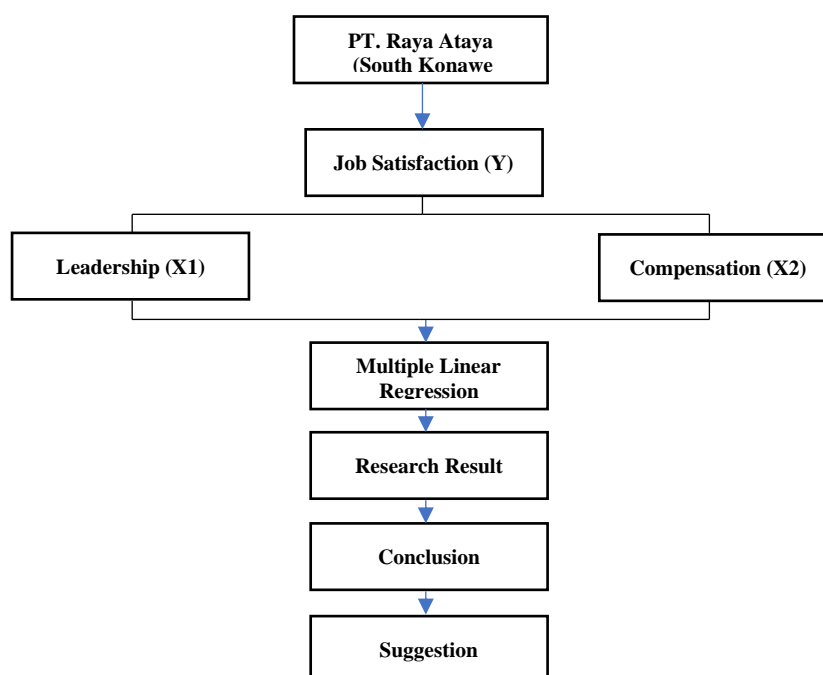
Based on the framework that has been described, the hypotheses in this study are as follows:

H1: Leadership and Compensation simultaneously have a significant positive effect on employee job satisfaction of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi)

H2: Leadership has a significant positive effect on the job satisfaction of employees of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi)

H3: Compensation significantly positively affects job satisfaction Employees of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi)

III. RESEARCH METHODS

This research approach is explanatory research. The type of data in this study is quantitative data. Data sources are primary and secondary. Observational data collection techniques and questionnaires (questionnaire). With multiple regression analysis tools and using SPSS version 24.00 for windows program.

The location of this research is employees at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi) nickel mining contractor & heavy equipment rental company located in Ngapaaha, Tinanggea, South Konawe Regency, Southeast Sulawesi 93885. The population in this study was all employees at PT. Rava Athaya (South Konawe Regency, Southeast Sulawesi) amounted to 54 employees, a sample of 54 people. Therefore, the sampling technique of this study was used using the census method.

Table 1
Operational Definition and Measurement

No	Variable	Indicator	Scale	Source
1	Leadership	1. Help (support), 2. Ease of interaction 3. Prioritizing goals 4. Ease of working	Likert	Bennis dan Nanus (1985)
2	Compensation	1. Salary 2. Incentives 3. Insurance 4. Office Facilities 5. Allowance 6. Uniform	Likert	Hasibuan (2017)
3	Employee Job Satisfaction	1. Promotion 2. Colleagues 3. Supervision 4. Contingency Rewards 5. Operating Conditions 6. Nature of Work 7. Communication 8. Work Performance	Likert	(Naser Valaei, Shokouh Jiroudi, 2016)

IV. RESULTS AND DISCUSSION

4.1 Research Description Statistics

The data in this study are primary data obtained by distributing questionnaires to 54 employees of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi). Research descriptive statistics can be seen in table 4.7 below:

Table 2 Research Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership (X1)	54	1,42	4,92	4,0652	,42380
Compensation (X2)	54	1,42	4,75	4,1185	,41583
Job Satisfaction (Y)	54	1,50	4,75	4,2149	,43730

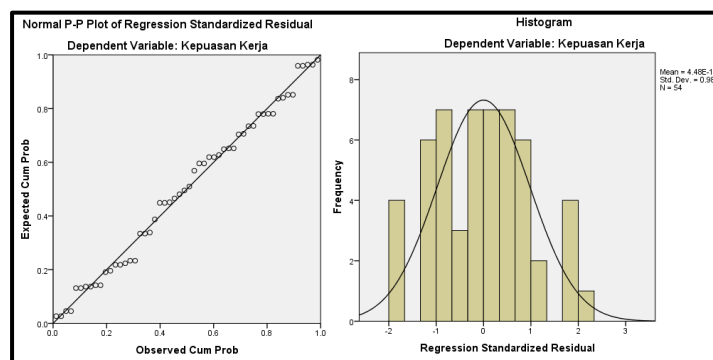Source: SPSS output 24.0, primary data processed 2022

Based on the results of calculations from table 4.5 above, it can be seen that n or the amount of data on each variable, namely 54 respondents who come from respondents from employees of PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi). Furthermore, table 4.5 shows that the mean value of the three variables (leadership, compensation, and employee job satisfaction) is greater than the standard deviation, indicating good results with the meaning that leadership, compensation, and job satisfaction have increased in this study.

4.2 Classic assumption test

4.2.1 Normality Test

A good regression model is to have a normal data distribution or close to normal. Detection of normality can be done by the method of the graph method.

Figure 2
Data Normality Test Results

Source: SPSS output 24.0, primary data processed 2022

In Figure 2, it can be seen that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line, so the regression model is suitable for prediction and has fulfilled the assumption of normality.

4.2.2 Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. A good regression model should not correlate with independent variables (there is no multicollinearity). If the independent variables are correlated with each other, then the variables are not orthogonal; namely, the independent variables whose correlation value between the independent variables is equal to zero.

Table 3
Multicollinearity Test Results

| Coefficients		
Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership (X1)	0,143	6,970
Compensation (X2)	0,143	6,970
a. Dependent Variable: Job Satisfaction (Y)		

Sumber: Output SPSS 24.0, data primer diolah 2022

Table 3 shows that all the variables in this study, namely the work environment and work discipline, have a tolerance value > 0.10 and a VIF value < 10, so that all variables are declared free from multicollinearity problems.

4.2.3 Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in a regression model, there is an inequality of variance from the residuals of one observation to another. A good regression model is one where there is homoscedasticity, or there is no heteroscedasticity. One way to test heteroscedasticity is to use a scatterplot.

Gambar 3
Grafik *Scatterplot*
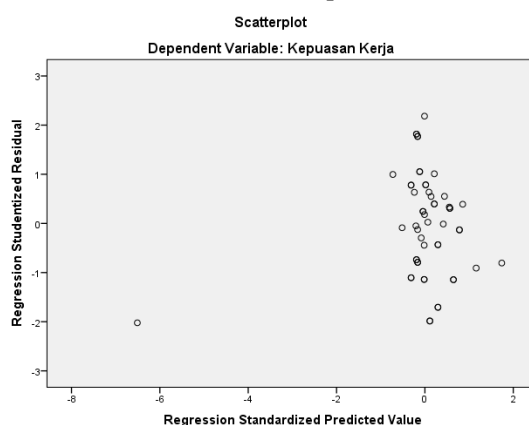
Source: SPSS output 24.0, primary data processed 2022

4.2.4 Linearity Test

The linearity test was conducted to determine whether the relationship between the independent variable and the dependent variable was a linear function or not. First, test the assumption of linearity, namely that the relationship between the independent variables on the dependent variable being tested has a linear relationship. The results of

linearity testing are presented in Table 4 as follows:

Table 4
Linearity Test

Relationship Between Variables	Linearity Test	
	F	Sig.
Leadership ➡ Job Satisfaction	211,749	0.000
Compensation ➡ Job Satisfaction	198,359	0.000

The results of testing the linearity assumption in Table 4 show that the influence of leadership and job compensation on job satisfaction can be linear because the significance level is less than 5% ($p < 0.05$). Therefore, the test results can be concluded that all the influences between the variables contained in the model are linear, so the assumption of linearity in the multivariate regression analysis is fulfilled. Thus, it proves that the data used meets linearity requirements so that further analysis can be carried out.

4.2.5 Multiple Linear Regression Analysis

This study uses partial hypothesis testing (t-test) and simultaneously (f test).

Table 4
Multiple Linear Regression Test Results

Influence between Variables	*Standardized Coefficient (Beta)*	t-value	Sig. t	Hasil
Leadership ➡ Job Satisfaction	0.348	2.118	0.039	Received
Compensation ➡ Job Satisfaction	0.563	3.423	0.001	Received
R = 0.895 R_{Square} = 0.802	F_{value} = 103.218 Sig. F = 0.000 N = 54			

Source: SPSS output 24.0, primary data processed 2022

4.3 Hypothesis Testing Results

The results of the analysis of the critical point test data (t-statistics) and significance (p-value) are presented in table 4.

4.3.1 The Effect of Leadership and Compensation on Satisfaction

The results of the study can be proven that the F test results obtained a value (F-value) of 103.218 and a significant value of F (p-value) = 0.000 < = 0.05. These results indicate that leadership and compensation simultaneously have a positive and significant effect on employee job satisfaction, so the first hypothesis in the study can be accepted.

Furthermore, it can also be proven by the value of the coefficient of determination (R2) = 0.802. means that the diversity of all variables analyzed in this study, namely the leadership and compensation variables on job satisfaction, can be explained by the model of 80.20%, and the remaining 19.80% is explained by other variables outside the variable model of this study. From the coefficient of determination (R2), it can conclude that this research model has a good accuracy or model accuracy because the value is greater than 50%. Finally, the results of this study can also prove that the standardized coefficient value of the compensation variable is greater than leadership on employee job satisfaction, which means that compensation is the dominant variable in influencing job satisfaction compared to leadership in increasing employee job satisfaction at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi).

4.3.2 The Effect of Leadership on Satisfaction

The results of testing the influence of leadership on job satisfaction can be proven by the estimated path coefficient value of 0.384 with a positive direction. The positive path coefficient means the influence of leadership on employee job satisfaction at PT. Rava Ataya (South Konawe Regency, Southeast Sulawesi) is unidirectional. Then it can also be proven by the significance value of t of 0.039 < = 0.05. Therefore, the test results prove that leadership positively and significantly affects job satisfaction. It can be accepted, which means that the better the leadership in directing employees, the job satisfaction of employees at PT. Therefore, Rava Ataya (South Konawe Regency, Southeast Sulawesi) is increasing.

4.3.3 Effect of Compensation on Satisfaction

The results of testing hypothesis 2 regarding the effect of the work discipline variable on employee performance show that the regression coefficient value is positive at 0.492, and the significance is 0.001. The significance test value is smaller than 0.05. These results indicate that work discipline has an impact on employee performance. Therefore, hypothesis 2 in this study states that "work discipline has a significant effect on employee performance," is accepted.

V. CONCLUSION

1. Simultaneously found that leadership behavior and compensation positively and significantly affect job satisfaction. It shows that the right leadership and compensation following the work results will increase employee job satisfaction. It means that changes in leadership and compensation simultaneously have a significant effect on increasing job satisfaction.

2. Leadership has a positive and significant effect on employee job satisfaction. It means a significant change in leadership improvement to increase employee job satisfaction. Changes in improving leadership reflected through support, ease of interaction, prioritizing goals, and ease of work can increase employee satisfaction.

3. Compensation has a positive and significant effect on job satisfaction. Therefore, the organization seeks to increase job satisfaction by providing appropriate compensation. Work compensation in this study is reflected through salary, incentives, insurance, office facilities, allowances, and uniforms that can affect employee job satisfaction.

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