

The Effect Of Compensation And Leadership On Job Satisfaction Of Employees At The Center For Agricultural Education Of The Ministry Of Agriculture

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Abstract: This study aims to examine and analyze the effects of compensation and leadership on job satisfaction. Data was collected through questionnaires distributed to 33 respondents from the Center for Agricultural Education at the Agency for Extension and Development of Agricultural Human Resources, Ministry of Agriculture, Republic of Indonesia. The research employed an associative quantitative method utilizing primary data. The findings reveal that compensation positively and significantly affects job satisfaction, as indicated by a t-value of 2.085, which exceeds the critical t-value of 2.04, and a significance value of 0.045, which is below 0.05. Similarly, leadership also positively and significantly impacts job satisfaction, with a t-value of 2.067 greater than the critical t-value of 2.04, and a significance value of 0.038, which is below 0.05. Furthermore, when considered together, compensation and leadership have a positive and significant effect on job satisfaction, as evidenced by an F-value of 15.942, which is higher than the critical F-value of 3.32, and a significance value of 0.048, which is below 0.05.

Keywords: kompensasi; kepemimpinan; kepuasan kerja

Abstrak: Penelitian ini bertujuan untuk mengkaji dan menganalisis pengaruh kompensasi dan kepemimpinan terhadap kepuasan kerja. Data dikumpulkan melalui kuesioner yang dibagikan kepada 33 responden dari Pusat Pendidikan Pertanian Badan Penyuluhan dan Pengembangan Sumber Daya Manusia Pertanian, Kementerian Pertanian, Republik Indonesia. Penelitian ini menggunakan metode kuantitatif asosiatif yang memanfaatkan data primer. Temuan ini mengungkapkan bahwa kompensasi secara positif dan signifikan mempengaruhi kepuasan kerja, seperti yang ditunjukkan oleh nilai-t 2,085, yang melebihi nilai-t kritis 2,04, dan nilai signifikansi 0,045, yang di bawah 0,05. Demikian pula, kepemimpinan juga berdampak positif dan signifikan terhadap kepuasan kerja, dengan nilai-

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t 2,067 lebih besar dari nilai- t kritis 2,04, dan nilai signifikansi 0,038, yang berada di bawah 0,05. Selanjutnya, jika dipertimbangkan bersama, kompensasi dan kepemimpinan memiliki pengaruh positif dan signifikan terhadap kepuasan kerja, dibuktikan dengan nilai F 15,942, yang lebih tinggi dari nilai F kritis 3,32, dan nilai signifikansi 0,048, yaitu di bawah 0,05.

Kata kunci: kompensasi; pimpinan; kepuasan pekerjaan



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Introduction

Human resources are among the most valuable assets of any company or organization, essential for achieving company goals alongside other resources. They play a crucial role as planners, executors, and key determinants in achieving organizational objectives. In the increasingly competitive era of industrialization, businesses aiming to excel in the marketplace must prioritize the performance of their human resources (Armstrong & Taylor, 2023). To this end, companies need employees who are capable, competent, skilled, and highly motivated in carrying out their responsibilities (Boxall et al., 2016). Companies must create conditions that encourage the optimal development and enhancement of employees' abilities and skills. One effective way to achieve this is by addressing the factors that contribute to employee job satisfaction.

Job satisfaction is an employee's emotional response to their work, influenced by the alignment between desired and received rewards. According to Robbins (2024), the work environment, including organizational culture, leadership, physical workspace, and coworker relations, significantly impacts job satisfaction. This environment can either enhance or hinder employee well-being and performance. Compensation is a critical aspect of job satisfaction, as it is typically predetermined and known in advance, allowing employees to understand the exact amount they will receive. Hasibuan (2020) defines compensation as all forms of income—monetary or in-kind—received by employees as remuneration for their services to the company. Compensation not only meets employees' and their families' needs but also reflects their status,

recognition, and level of need fulfillment. Higher compensation often correlates with higher positions, better status, and greater job satisfaction.

In addition to compensation, leadership within a company is crucial for employee job satisfaction. Leadership, distinct from management, involves the ability to influence others to work towards achieving goals. Handoko (2020) describes leadership as the total activities or actions taken to influence others to achieve common goals. According to Siagian, as cited in Sedarmayanti (2019), leadership is the essence of management, driving both human and natural resources. Stogdill, as mentioned in Sedarmayanti (2019), views leadership as a process of influencing group activities to achieve goals. Research by Jopanda (2020) indicates that effective leadership positively influences job satisfaction. Leadership can occur in various settings and is not confined by bureaucratic rules, as long as it effectively influences behavior towards achieving specific objectives (Miftah Thoha, 2019).

Moreover, work productivity, organizational culture, and the overall work environment also influence job satisfaction. Research by Adyantama et al. (2022) shows a positive link between compensation and job satisfaction. Organizational culture, defined by Bahri & SE (2018) as the basic philosophy of an organization encompassing shared beliefs, norms, and values, also plays a significant role. The work environment, as Sunyoto (2015) describes, includes everything that surrounds workers and can influence their task performance.

To enhance employee job satisfaction, it is essential to provide appropriate compensation, implement effective leadership, and create a comfortable and safe work environment. Job satisfaction reflects employees' positive or negative attitudes towards their work and the fulfillment of their needs, influenced by compensation, leadership, and the work environment (Robbins & Judge, 2022; Kotler, 2023; Siagian, 2019). Improving these factors can lead to greater employee satisfaction and, consequently, organizational success.

Job satisfaction is a pleasant psychological condition experienced by employees when their needs are well met in their work environment. Robbins,

as cited in Wibowo (2017), defines job satisfaction as a general attitude towards one's work, reflecting the difference between the appreciation received and the amount believed to be deserved. Robbins and Judge (2022) describe job satisfaction as a person's positive feelings about their work, derived from evaluating its characteristics. According to Kotler (2023), job satisfaction is a positive attitude towards one's work based on the assessment of work outcomes. Siagian (2019) considers job satisfaction as an individual's positive or negative perspective on their work. Handoko (2020) states that job satisfaction is an employee's pleasant or unpleasant opinion about their work, evident from their behavior towards work and their experiences in the work environment.

Compensation, as defined by Hasibuan (2020), encompasses all income in the form of money or goods directly or indirectly received by employees as compensation for services rendered to the company. Dessler (2023) adds that compensation is something given to employees in the form of payment and is related to their work. Sedarmayanti (2019) notes that compensation is everything employees receive as a form of payment for their work. Compensation can be direct, such as wages and salaries, or indirect, such as services and benefits (Mangkunegara, 2020). It can also include monetary gifts as an appreciation of employee service.

Leadership is crucial in an organization or company as a leader guides and directs employees to achieve organizational or company goals. A leader must have the right tactics and strategies to ensure the organization's steps are efficient and effective in budget use. Robbins (2024) defines leadership as the ability to influence a group to achieve a vision or series of goals. Sutrisno (2019) describes leadership as the process of directing and influencing activities related to group members' tasks. Fahmi (2017) views leadership as a science that studies how to direct, influence, and supervise others to carry out tasks according to planned orders. Terry (2018) sees leadership as a relationship in which a leader influences people to work together consciously to achieve group goals voluntarily.

Method

According to Sugiyono (2023), a population is a general area encompassing objects or subjects with specific qualities and characteristics identified by researchers for study and drawing conclusions. In this study, the population consisted of 33 individuals. Sugiyono (2023) defines a sample as a subset of the population that shares its characteristics. Utilizing samples in research facilitates the process, making it more efficient and precise in data collection. When the population is too large to be entirely studied due to constraints like limited funds, representative samples can be used. For this study, a saturated sample of 33 respondents was used. To prevent subjectivity in sample selection, the sample was drawn from the population using SPSS version 22. Primary data was gathered directly from the studied agency through observations and questionnaires. The collected data was quantitative, focusing on compensation and leadership's effect on job satisfaction. According to Sugiyono (2019b), primary data is a direct source provided to data collectors. This study used a field survey method with a Likert scale questionnaire, where each response was scored: 5 for Strongly Agree (SS), 4 for Agree (S), 3 for Undecided (R), 2 for Disagree (TS), and 1 for Strongly Disagree (STS) (Sugiyono, 2019a). The research was conducted at the Ministry of Agriculture of the Republic of Indonesia, Agency for Development and Extension of Agricultural Human Resources, Building D, Jalan Harsono RM Number 3 Ragunan Pasar Minggu, Jakarta 12550. Data analysis was performed using SPSS, applying associative hypothesis testing and multiple linear regression methods to examine the relationships between several independent variables and one dependent variable. This analysis aimed to determine the impact of compensation (X1) and leadership (X2) on job satisfaction (Y). The multiple regression model used is as follows: [insert multiple linear regression formula]. This analysis technique is crucial for decision-making in formulating management policies and conducting scientific research.

Result and Discussion

Table. 1
Validity Test

Instrume nt	Job satisfacti on (Y)	Compensati on (X ₁)	Leadership (X ₂)	r Value Table	Informati on
Instrume nt 1	0,689	0,6 58	0,7 44	0,3 44	Valid
Instrume nt 2	0,598	0,5 90	0,6 00	0,3 44	Valid
Instrume nt 3	0,644	0,7 17	0,7 77	0,3 44	Valid
Instrume nt 4	0,721	0,7 24	0,7 18	0,3 44	Valid
Instrume nt 5	0,778	0,7 15	0,8 27	0,3 44	Valid
Instrume nt 6	0,794	0,6 53	0,5 99	0,3 44	Valid
Instrume nt 7	0,796	0,6 95	0,7 69	0,3 44	Valid
Instrume nt 8	0,691	0,7 24	0,6 84	0,3 44	Valid
Instrume nt 9	-	0,6 95	0,5 37	0,3 44	Valid

Source : Data Processed (2024)

From the validity table above, it can be seen that all the variable instruments for Job Satisfaction (Y), Compensation (X₁), and Leadership (X₂) have a calculated r value > r table, so it can be said that all the instruments for the three variables are valid.

Table. 2
Reliability Test

Variables	Cronbach's Alpha	Limitation	Information
Compensation	0,858	0,600	Reliable
Leadership	0,868	0,600	Reliable
Job Satisfaction	0,775	0,600	Reliable

Source : Data Processed (2024)

The reliability test results indicate that each independent and dependent variable is considered reliable, as they all have a Cronbach's Alpha value greater than 0.600. This suggests that the results are acceptable and demonstrate good reliability.

Table. 3
Coefficient of determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.512	.510	2.435

Source : Data Processed (2024)

According to the results shown in Table 4.11, compensation and leadership account for 51% of the variance in job satisfaction. The remaining 49% is influenced by other factors and variables that were not examined in this study.

Table. 4
Partial t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5.173	4.312		3.168	.150
1	Compensastion	.214	.165	.248	2.085	.045
	Leadership	.197	.170	.221	2.067	.038

Source : Data Processed (2024)

The t-test results showed that the calculated t-value for the effect of compensation on job satisfaction was 2.085, which exceeded the critical t-value of 2.04. The significance level was 0.045, which is below the 0.05 threshold. Consequently, the null hypothesis (Ho) was rejected, and the alternative

hypothesis (Ha) was accepted, indicating that compensation positively and significantly impacts job satisfaction at the Agricultural Education Center of the Agricultural Extension and Human Resources Development Agency of the Ministry of Agriculture of the Republic of Indonesia. Similarly, the t-test results for the impact of leadership on job satisfaction showed a calculated t-value of 2.067, also exceeding the critical t-value of 2.04, with a significance level of 0.038, which is below 0.05. Therefore, the null hypothesis (Ho) was rejected, and the alternative hypothesis (Ha) was accepted, showing that leadership positively and significantly affects job satisfaction at the same institution.

Table. 5
Simultaneous F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	200.451	2	100.726	15.942	.048 ^b
1 Residual	154.064	30	11.802		
Total	423.515	32			

Source : Data Processed (2024)

Based on the F-test findings, the computed F-value (Fcount) is 15.942, which is higher than the crucial F-value (Ftable) of 3.32. Furthermore, the significance value is 0.048, which is less than the 0.05 criterion. As a result, the null hypothesis (Ho) is rejected, whereas the alternative hypothesis (Ha) is accepted. This shows that, together, salary and leadership have a positive and considerable impact on work satisfaction at the Agricultural Education Center of the Agricultural Extension and Human Resources Development Agency of the Ministry of Agriculture of the Republic of Indonesia.

Conclusion

Compensation has a positive and significant effect on job satisfaction at the Agricultural Education Center of the Agricultural Extension and Human Resources Development Agency of the Ministry of Agriculture of the Republic of Indonesia. Similarly, leadership positively and significantly impacts job satisfaction. Moreover, when considered together, compensation and leadership positively and significantly

influence job satisfaction at the institution. Based on these findings, it is recommended that the Agricultural Education Center continue to improve its compensation and leadership systems. Providing fair and competitive compensation can enhance employee job satisfaction, likely leading to increased productivity and loyalty. Additionally, employing an effective leadership style that motivates and directs employees toward achieving organizational goals is essential. Improvements in both areas will foster a better work environment and enhance overall organizational performance.

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