R E S E A R C H   A R T I C L E

The Influence Of Compensation, Leadership, And Work Environment On Employee Job Satisfaction At PT. Bank Rakyat Indonesia KC Unit Padang Jati Bengkulu

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Abstract

To learn how PT's situation, pay, and work environment affect representatives' levels of job satisfaction. The Padang Jati Bengkulu Unit of Bank BRI KC used surveys to gather data for this survey, and the Purposive Testing method was used to test the results. This study employs an explicative research strategy. Compensation has an effect on job satisfaction (Y) at PT. BRI KC. Unit Padang Jati Bengkulu perceives Ha but pardons Ho with tcount>ttable and a sig value of 0.000 0.05. Work fulfillment at PT is impacted by drive (Y). BRI KC. Ho's apology is accepted by Unit Padang Jati Bengkulu, and Ha receives a sig with the values 0.005 0.05 and tcount>ttable. Workplace factors (X3) influence employee satisfaction (Y) at PT. BRI KC. Unit Padang Jati Bengkulu dismisses Ho and acknowledges Ha with tcount>ttable, with a sig value of 0.004 0.05. Leadership, compensation, and the work environment all have an impact on job satisfaction when Fsig is greater than 0.000 and Fcount is greater than 9.323.

Keyword: Compensation, Leadership, Work Environment, Job Satisfaction

Introduction

For economic discussions to be successful, the business community must be brought together effectively. The meeting was a collective effort to identify and achieve clear goals. Despite obstacles, the plan to protect company employees is moving forward with greater vigour and strength. The expansion of alliance assets, particularly human resources, is the most fundamental arrangement. Assessments, requirements, constraints, information, strengths, inspiration, and activities (perspectives, assumptions, and centres of interest) are available to HR staff members. The task of the HR council is to help characterise these boundaries. The work of pioneers needs to be supported by administrators.

HR council is the science or technique of actually overseeing the obligation and affiliation of resources (coordinated specialists) that individuals can actually use to accomplish the normal focused qualities of work, society, and accomplices. Success and failure that is not determined by how faithful he is to his obligations and obligations, is not determined by how well he remains faithful to his obligations and obligations. The name Azizah HR is critical to the safeguarding of assets and is instrumental in assisting the achievement of various goals that have been set.

There is speculation that various assets, such as human resources, goods, money, and data, will achieve credible objectives. Banks and other financial institutions store and make public resources available to those in need. They anticipate a significant impact on the development of financial frameworks to address local issues. The financial industry has undergone many changes, including shifts in banking affiliations. If a need arises due to future pressures, communities are also encouraged to set aside money for the smooth running of their organisational activities.

Due to this requirement, banks have had to change their overall relationship with the community to secure assets and actually use them. Banking associations make it easier to transfer funds, save money, and give money to others. PT Bank Rakyat Indonesia (BRI), one of the leading commercial banks in Indonesia, strives to be an important institution that values customer loyalty. Therefore, to enhance the fairness of Bank Rakyat Indonesia and ensure the happiness of its key staff, the bank requires its employees to handle the introduction of each expert. The way bank representatives present themselves usually has an impact on the bank's progress because employees, or human resources, ultimately determine the outcome of financial businesses. Bank BRI KC Padang Jati Bengkulu branch can participate in warm and cash practices for nearby districts. Social obligation projects such as MSME plans, cash-related deals, or co-operation in an undertaking.

Financial and environmental issues are very important for PT Bank BRI KC Padang Jati Bengkulu to be able to deal with actual problems such as shifts in fair money, shifts in financial standards, and unexpected events. Measures such as efficiency, limits, profit, execution, and worker satisfaction are used to measure the progress of an organisation in achieving its goals. A company exists because it has goals to achieve.

When affiliates fail to meet the needs of their agents and, as a result, lower the level of agent fulfilment, salary, authority, and other workplace issues will arise. Since the relationship has to deal with other matters, such as benefits and other authoritative appointments, this has a very negative impact. Sétiana (2019) characterises job fulfilment as the aggregate amount that energy experts have for their positions. In close relationships, a strong drive can lead to high levels of job satisfaction. The ability of the regulator to show interest and stress in the trained professional and, after the assessment of its accomplices, conditions that show affection and leniency are two of the many components to

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be considered when assessing the level of job satisfaction experienced by the assigned delegate.

If the position offers basic education in addition to responsibility, salary and fair compensation should also be considered. Two additional factors to consider are the type of supervisor and considerations, such as notice time. Compensation according to Babi (2019) is one of the factors that affect job satisfaction. Erisna (2018) says that salary itself is referred to as a 'share for affiliation' or 'reward' given by a relationship to a specialist who has worked hard and carefully to foster relationships and achieve goals.

Ismail and Stefu (2020) say that instalments are a way to show appreciation or respect and support various goals. It is possible to say that these differences are not important and eternal. Although experts have a lot of experience with differences, this can make them more passionate and happy at work. Nourjakiani and Adnani (2016) state that compensation can encourage delegation of responsibility and value in pursuing business goals. By using a fair compensation system, managers can use human resources to advance and retain good employees. In addition, it is difficult to prevent ongoing courses from acquiring associations due to the structure of the section.

Peprah-Mensah et al. said that one of the problems is rift, which the business community should be careful of. (2017). A fair honours structure, according to Putri and Ulansari (2020), can guarantee delegate satisfaction by attracting, retaining, and utilising more people who have unimaginable traits and characteristics, potentially increasing benefits, and paying in the same way as Puni and Ulansari (2020). others. (2018) Another factor that can impact success is drive. Drive is the ability to convince a group to achieve a goal or ideal (Fitriani, 2021).

According to Tamali and Munasip (2019), a good pioneer helps his family in taking care of his obligations and actually completing the neighbourhood on time. Since all members can join in power, association is an important part of the correspondence cycle. Drives utilise power. According to Kusnawan and Marbun (2002), an effective pioneer should be able to see individual, group, and moderate targets around him. A pioneer can lead and influence subordinates, others, or a group, according to Rumavas (2015). According to Harahap and Khair (2019), alliance is the ability to coordinate, plan, and direct subordinates so that they can work effectively and reliably, acting well to achieve relationship goals.

A pioneer possesses exceptional individuality, prowess, a high level of knowledge, the drive to succeed in multiple fields, hunches, candour, dependability, and the capacity to collaborate effectively with those in their position. They also have the capacity to collaborate effectively with others. Various pioneers have approached the impact on subordinates. According to Prathama et al (2022), affiliate marketing is an important component of business expansion and sustainability. A reasonable style of power is essential for the fulfilment of delegation work. Assistants can meet to talk about clear goals such as B. breadth, proficiency, and expert euphoria.

Indayani and Syaidati (2021) achieved their goal by driving in this way. The attitude of fully appreciating work is another aspect that can be changed. Specialists put a lot of effort into getting their work done and taking breaks at work. There is a mixture of real and fake work areas in most workplaces. Any conditions that may affect delegates around the work area, either directly or indirectly, are reflected in the real work environment. During casual work, all working relationships, including those with superiors, subordinates, and upper management, are quickly incorporated.

Delegates are largely able to carry out their responsibilities thanks to the work area. Job satisfaction and professional interest will be affected by exceptional working conditions that can attract employees to work. In an environment that encourages progress, safety, and comfort, it is customary for representatives to make better use of their abilities. Building a convincing and rewarding structure requires careful planning. Making a positive workplace out of a bad workplace is pointless as it may require more effort and time. Partners who want to help their companies need skilled and prepared experts. If they want their business to grow, they need to be happy with their work. Delegates will get the impression that the relationship they work in is a part of them, that they build relationships, that they are happy with the partnership, that they work in good conditions, and that they bring the energy or motivation associated with freedom and trade to the workplace.

Method

This study is in the nature of descriptive research, which is research whose purpose is to test an idea or hypothesis in order to justify or refute the idea. assumption of the results of past studies. The purpose of this descriptive research is to determine the effect of salary, leadership, and work environment on job satisfaction of employees of PT Bank Rakyat Indonesia Division KC Padang Jati Bengkulu. Based on the nature of the research, it is possible to gain insights that can be used to explain, predict, and control certain symptoms (Uma, 2017: 96).

Results and Discussion

Validity Test

The results of the reliability test conducted by researchers before the research was conducted are presented in the table below:

Table 1.   Validity Test

Statement	R Count		R Table	Ket
X1.1	0,361	>	0,2573	Valid
X1.2	0,493	>	0,2573	Valid
X13	0,723	>	0,2573	Valid
X1.4	0,720	>	0,2573	Valid
X1.5	0,571	>	0,2573	Valid
X1.1	0,712	>	0,2573	Valid
X2.2	0,545	>	0,2573	Valid
X2.3	0,710	>	0,2573	Valid
X2.4	0,608	>	0,2573	Valid
X2.5	0,698	>	0,2573	Valid
X3.1	0,361	>	0,2573	Valid
X3.2	0,493	>	0,2573	Valid
X3.3	0,723	>	0,2573	Valid
X3.4	0,720	>	0,2573	Valid
X3.5	0,571	>	0,2573	Valid
Y.1	0,712	>	0,2573	Valid
Y.2	0,545	>	0,2573	Valid
Y.3	0,710	>	0,2573	Valid
Y.4	0,608	>	0,2573	Valid
Y.5	0,698	>	0,2573	Valid

Source: Data processed, 2024

From the table above, it can be seen that everything is correct for variable (X) because the coefficient or is greater than the coefficient value or = 0.2573.

Test Reliability

When the reliability test was carried out using the above method and using SPSS, the test reliability test results were found in the questionnaire summary table:

Table 2.   Reliability Test Results

No	Variable	Alpha Cronbach	Alpha	Description
1	X_1	0,753	0,6	Reliabel
2	X_2	0,749	0,6	Reliabel
3	X_3	0,665	0,6	Reliabel
4	Y	0,759		

Source: Data processed, 2024

The table above shows that the identified variables tested for reliability show reliable results, although the reliability is higher than the Cronbach's alpha value.

Normal

The normality test of the moderator regression model was conducted by examining the PP scores in the first and second comparisons.

Fig 1.   Uji Normalitas
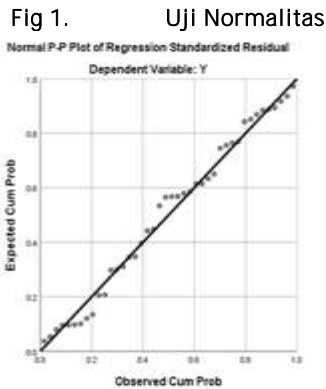
Multicollinearity Test

The purpose of multicollinearity testing is to check whether the model reflects the relationship between independent variables. The multicollinearity test is carried out using the tolerance coefficient and the distribution factor (VIF). In a good regression model, there should be no correlation between independent variables. We talk about correlation (without multicollinearity) if the standard deviation value is ≥ 0.1 and VIF ≤ 10. The multicollinearity test results can be seen in the following table.

Table 3.   Table IV.X Multicollinearity Test Results

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.143	6.087		2.488	.017		
X1	.610	.209	.101	5.529	.000	.695	1.440
X2	.613	.223	.098	5.507	.015	.674	1.483
X3	.619	.174	.018	5.106	.016	.888	1.126

Source: Data processed, 2024

The table above shows the tolerance value for type X1,

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there are differences in residual variations between one observation and another in a particular model. In this study, the iceberg test was used to test for heteroscedasticity. Glaser proposes to return a fixed value of the remaining independent variables and considers that the magnitude is greater than 0.05 or 5%. The results of the heteroscedasticity test can be seen in the following table:

Table 4.   Heteroscedasticity Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	15.143	6.087		2.488
X1	.610	.209	.101	5.529
X2	.613	.223	.098	5.507
X3	.619	.174	.018	5.106
a. Dependent Variable: Y				

Source: Data processed, 2024

From the table above, it can be seen that the average beta coefficient of the independent variable is greater than 0.05 so that we can know the independence of the independent variable from heteroscedasticity.

Accounting

Table 5.   Multiple Regression Test Results

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.143	6.087		2.488	.017		
X1	.610	.209	.101	5.529	.000	.695	1.440
X2	.613	.223	.098	5.507	.015	.674	1.483
X3	.619	.174	.018	5.106	.016	.888	1.126
a. Dependent Variable: Y							

Source: Secondary Data processed 2024

Regression analysis obtained from computer statistics, including statistics with SPSS version 26 for Windows:

$Y = 15.143 + 0.610 X1 + 0.613 X2 + 0.619 X3 +$

Each company number can be explained as follows:

1. It has a positive value, namely the value of the variables. Salary (X1), leadership (X2) and work environment (X3) are considered different 0, then the value of job satisfaction has increased by 15.143.
2. Variable coefficient value (X1). The positive value is 0.610, which means that an increase in salary by one unit means that the value of job satisfaction with respect to leadership style increases by 0.610 units. The value of (X2) and the operator (X3) is constant.
3. The coefficient of variation (X2) is 0.709. The positive value is 0.613 which means that for an increase in leadership by one unit, the value of job satisfaction increases by 0.613 units with changes. (X1) and (X3) are constant.
4. The coefficient of variation (X3) is 0.606. The positive value is 0.619, which means that if the work environment improves by one unit, the value of job satisfaction increases by 0.619 units with the assumption that it changes. (X1) and (X2) values are constant.

Public Regulation Review Results

By applying correlation using SPSS software, the results can be seen in the table.

Table 6.   Multiple Correlation Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882[a]	.777	.773	2.557
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

From the above research results (R) 0.777, 1f we look at the relationship between variables, it can be concluded that there is a positive and positive relationship (0.699-0.799) between

salary (X1), leadership (X2) and manufacturing industry (X3). The relationship between salary (X1), leadership (X2) and manufacturing industry (X3) and employee job satisfaction (Y).

Partial Attachment

Table 7. Partial Correlation Test Results

Correlations			X1	X2	X3	Y
Control Variables			X1	X2	X3	Y
-none-[a]	X1	Correlation	1.000	.617	.621	.643
		Significance (2-tailed)	.	.004	.002	.001
		Df	0	41	41	41
	X2	Correlation	.007	1.000	.671	.637
		Significance (2-tailed)	.454	.	.003	.002
		Df	41	0	41	41
	X3	Correlation	.021	.171	1.000	.007
		Significance (2-tailed)	.892	.273	.	.126
		Df	41	41	0	41
	Y	Correlation	.143	.637	.637	1.000
		Significance (2-tailed)	.009	.012	.006	.
		Df	41	41	41	0
Y	X1	Correlation	1.000	.124	-.013	
		Significance (2-tailed)	.	.435	.934	
		Df	0	40	40	
	X2	Correlation	.124	1.000	.185	
		Significance (2-tailed)	.435	.	.240	
		Df	40	0	40	
	X3	Correlation	-.013	.185	1.000	
		Significance (2-tailed)	.934	.240	.	
		Df	40	40	0	
a. Cells contain zero-order (Pearson) correlations.						

Shows the correlation value or relationship between variables X1, X2, and X3 before variable Y is included in the analysis. From the above results, the correlation coefficient value> 0.05 and the significance value <0.05. Therefore, it can be concluded that there is a positive and significant relationship between variables X1, X2 and X3 before the introduction of variable Y.

Test Results For The Coefficient Of Determination (R-Squared)

The following are the results of the modified coefficient of determination (R2). The adjust R2 test results are used to determine the percentage contribution of the same influence between the independent variables on the dependent variable.

Table 8. Test Results Of The Coefficient Of Determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882[a]	.777	.773	2.557
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Data processed, 2024

The correction value is obtained from the table above. Place P (R2) = 0.773. The significance of this value is that the independent factors affect the dependent variable by 77.3% while the rest is changed by other variables that are ignored.

Hypothesis Testing

1) Partial significance test results (statistical analysis)

The t test is used to determine the effect of each independent variable on the dependent variable by testing the probability value.

Table 9. Partial Parameter Significance Test (T Statistical Test)

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.143	6.087		2.488	.017		
X1	.610	.209	.101	5.529	.000	.695	1.440
X2	.613	.223	.098	5.507	.015	.674	1.483
X3	.619	.174	.018	5.106	.016	.888	1.126
a. Dependent Variable: Y							

Source: Data processed, 2024

If the significance is 0.05 then Ho is rejected. If the significance> 0.05 then Ho is accepted.From the table above, the base value of each type is determined:

a. There is an effect of salary (X1) on job satisfaction (Y) at PT BRI KC Padang Jati Bengkulu with a sign value of 0.000 <0.05 and count> table (5.529>1.65251) then Ho is rejected and Ha is accepted. Depending on the critical value obtained, variable X changes job satisfaction (Y).

b. At PT, leadership (X2) has an effect on job satisfaction (Y). BRI KC Padang Jati Bengkulu with a sign value of 0.015 <0.05 and the result> table (5.507> 1.65251) then Ho is rejected and Ha is accepted. Given the critical value obtained, the X2 variable modifies job satisfaction (Y).

c. Work environment (X3) affects the job satisfaction of PT (Y). BRI KC Padang Jati Bengkulu with a sign value of 0.016 <0.05 and results> table (5.106> 1.65251) then Ho is rejected and Ha is accepted. Judging from the critical value obtained, the X3 variable modifies job satisfaction (Y).

Similarity Test Results (F Statistical Test)

Below are the results of the F test which is used to determine whether the model can be used in research.

Table 10. Simultaneous Test (F Statistical Test)

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.525	3	2.842	9.435	.009[b]
Residual	248.451	38	6.538		
Total	256.976	41			
a. Dependent Variable: Y					
b. Predictors: (Constant), X3, X1, X2					

Source: Data processed, 2024

If the significance is 0.05 then Ho is rejected. Further regarding hypothesis testing where the model is considered feasible if the significance value is ≤ 0.05 and the model is not feasible for further analysis if the significance value > 0.05 is a large value. Based on the table above, the Fcount value is 9.435> Ftable. 2.65, then we can know the effect of independent variables on related variables.

Discussion

The Effect Of Compensation On Employee Job Satisfaction

At PT there is a relationship between job satisfaction (Y) and compensation (X1). BRI KC Padang Jati Bengkulu accepts Ha and rejects Ho with a sign value of 0.001 0.05 and results > table (4.444 > 1.65251). The fundamental value shows that job satisfaction (Y) is influenced by variable X. When wages are increased, workers will be helped more. If there is an increase in wages, the level of employee job satisfaction is expected to increase. Financial rewards are given to individuals or groups who have achieved significant progress in a particular field. According to Michael (2017), 'pay' refers to money, direct assets, or things given to agents in return for their efforts. The recipient will be proud, regardless of whether or not the honour is visible. The higher one's rank and status in a group, the higher one's self-esteem rises. It is important to emphasise that rewards depend not only on cash but also on how well the representative adapts to the current state of the association. Utama and Ratna Saree's (2019) study found that PT representatives' satisfaction is influenced by authority, salary, and benefits. Bank Bukopin Tbk

The Effect Of Leadership On Employee Job Satisfaction

Leadership affects job satisfaction (Y) at PT (X2). With an Imprint value of 0.003 0.05 and results > table (4.276 > 1.65251), then BRI KC Padang Jati Bengkulu admits Ha and rejects Ho. Variable X2 has an effect on job satisfaction (Y) when considering the fundamental value obtained. The values that have been determined indicate that the 'leadership' style has an effect on employee performance. As indicated by Bakri (2020), it has been shown how supervisors can influence the perspectives of their subordinates and persuade them by organising workers towards work clarity, objective achievement, and job fulfillment. This is supported by Bunavan and Turangan (2021) who showed the capacity of leaders in influencing groups to achieve their goals. An employee's ability to achieve organisational goals is a reflection of his or her performance. It can be concluded that initiative essentially affects representative execution. The process of leading groups that differ from one another is approached differently by each leader. Driving styles can be learnt and taken into consideration to become an effective pioneer. According to Masram and Mua (2017), initiative is a disposition or behaviour that a leader chooses to use to influence the thoughts, feelings, mentality, and actions of group members or subordinates. A person who expects authoritative work can carefully focus on the conditions within his reach and change his impetus according to the prerequisites of the situation, even if the change is by no means permanent.

Effect Of Work Environment On Employee Job Satisfaction

PT job satisfaction (Y) is influenced by the workplace (X3). With a mark value of 0.004 0.05 and results greater than the table (3.111> 1.65251), BRI KC Padang Jati Bengkulu accept Ha and reject Ho. Based on the critical value (X3) affects (Y) the level of job satisfaction. Workplace climate, which encapsulates everything related to agents, has the potential to accelerate their capacity to complete assigned responsibilities. Taking into account Anandita et al.'s findings, work quality has a clear impact on agent proficiency. (2021). In any business, natural variables are another thing to think about. It is interesting to note that standardised embellishments are less stable yet more grounded, so it is not as simple as it seems. Siahan and Bahri (2019) say that these things can motivate a representative in completing their tasks.

In Sitinyak (2018), Robbin is quoted as saying that representatives are urged to complete their work in a rewarding work environment. Syaidati and Indayani (2021) confirmed that the work environment has a significant effect on the results of delegated tasks. Organisational productivity increases when the work environment influences the work habits of delegated staff members. If workers are able to do their jobs well while still meeting health, safety, and comfort requirements, then the workplace is said to be good. Kristen asserts, 'Job satisfaction is how a person feels about their job, good or bad.'

There are several things to consider in determining one's level of job satisfaction. Shareholders support employees who work independently or in other ways, make significant contributions to the company's success, and receive feedback on their work. You are welcome to join work groups if your company has a solid structure. Employee satisfaction in the workplace increases when there are favourable environmental factors. When job satisfaction evaluations are linked to job execution and various levels of measures, this provides a more precise understanding of job satisfaction. Research conducted by Fauzan et al. found that there were employees of the Bengkulu Youth and Sports Agency who were conducting exhibitions. (2014). The results of Ismail and Stefu (2020) examined what is meant by the job fulfilment of PT delegates based on working conditions and salary. Nature type: Jaja Medan

Conclusions

Based on the research, the following conclusions can be drawn:

1. There is an effect of salary (X1) on job satisfaction (Y) at PT BRI KC S. Parman Bengkulu with sig 0.000 <0.05 and score> ttable (6.760> 0.135) then Ho is rejected and Ha is accepted. Depending on the critical value obtained, variable X changes job satisfaction (Y).
2. At PT, leadership (X2) has an effect on job satisfaction (Y). BRI KC S. Parman Bengkulu with sig 0.005 < 0.05 and score > ttable (8.427 > 0.135) then Ho is rejected and Ha is accepted. Given the critical value obtained, the X2 variable modifies job satisfaction (Y).
3. The work environment (X3) has an effect on job satisfaction (Y) at PT BRI KC S. Parman Bengkulu with a sig value of 0.004 <0.05 and a score> t table (6.909> 0.135) then Ho is rejected and Ha is accepted. By paying attention to the critical value obtained, the X3 method changes job satisfaction (Y).
4. Compensation, supervision and work environment encourage job satisfaction at Fsig < 0.000 and F number of 9.323, > Ftable of 2.65.

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