



## **THE ROLE OF REMUNERATION, LEADERSHIP BEHAVIOUR, AND WORKING CONDITIONS ON JOB SATISFACTION**

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### **Abstract**

The purpose of this study was conducted so that the role of remuneration, leadership behavior, working conditions on job satisfaction can be known. This survey research requires the involvement of workers in one of the companies located in Surabaya to become the population. There are 100 workers who are the sample in this study. The workers were selected based on the accidental sampling technique. It was determined that the analysis used regression so it needed SPSS 26 software to help. Based on the results of this study, it can prove the truth that partial and simultaneous roles can indeed be given by the variables of remuneration, leadership behavior, working conditions to job satisfaction.

**Keywords:** remuneration, leadership behaviour, working conditions, job satisfaction.

## Introduction

All components in the organization will determine organizational performance. The creation of high performance also requires an increase in work that is getting better and the human element with all its potential is also able to provide results and benefits so that organizational goals are carried out. As workers, they will certainly contribute positively to the development of their current organization. Performance refers to employee performance which is estimated based on the qualifications that have been determined by the organization. Human resource management is important to achieve very high employee performance, especially to improve overall organisational performance (Fatimah et al., 2018).

When an organisation has qualified employees, it needs a quality strategy to retain them because it is still often found that employees tend to withdraw from the organisation because they do not feel satisfaction while working (Mondy, 2010). The feeling of dissatisfaction with employees is the initial trigger for the emergence of problems for the organization which consist of absenteeism, leadership and subordinates have problems and employee turnover. Ishak et al. (2016) said that when viewed from the employee's point of view, unfulfilled satisfaction has the potential to affect employee enthusiasm and motivation as well as work results based on quantity and quality and the results are unpredictable. For this reason, various supporting factors are needed that encourage the creation of employee job satisfaction.

Job satisfaction has various explanations. As explained by Robbins and Coulter (2012) that job satisfaction is an employee attitude that is generally formed after feeling the difference between the appreciation felt by employees and the amount that employees believe must be received. On the other hand, Mathis and Jackson (2002) in their explanation of job satisfaction revealed that the emergence of feelings of pleasure to see and do work, employees who are happy with work, then the work can satisfy employees. In line with this, the explanation about job satisfaction from Arifin and Mardikaningsih (2022) is an emotional attitude that makes you happy and loves the work being done. This attitude is shown by enthusiasm when working, having self-discipline and work performance. Job satisfaction is enjoyed based on work, outside work and a combination of the two. For that job satisfaction is a vital factor in terms of obtaining maximum work

results. Job satisfaction is something that can be seen from various sides, which means that there are sides that can give a feeling of satisfaction and the other side is actually less satisfying.

Job satisfaction usually only evens out the results of comparisons with several circumstances and nothing is absolute and unlimited. Thus Arifin & Irfan (2021) said that employees who work with high perceived satisfaction will have an awareness that their work is fun. When employees are satisfied, loyalty will be created which is given to the company so that discipline, morale appears and there is an increase in carrying out their duties and responsibilities even better (Naufalia et al., 2022). Vice versa, low employee job satisfaction, employees will see that the work done makes them bored so that their work is carried out forcedly (Djazilan, 2020). From Putra and Sinambela (2021) say that there are important factors for realizing job satisfaction, these factors are jobs that provide challenges from a mental aspect, there are adjustments to the rewards given, support for working conditions and support from fellow co-workers. In addition to this there are also several factors that do contribute to employee job satisfaction. After many factors have been reviewed, it will be known the level of job satisfaction and measurement of job satisfaction so that the measurement of job satisfaction will provide benefits to organizational policies that will be determined (Mardikaningsih & Sinambela, 2022). As stated by Darmawan et al. (2020) that the factor of job satisfaction is measured by several factors such as the fairness of the compensation given and of course it must be appropriate, the compatibility of the placement of employees with expertise, the workload that is borne, the atmosphere and work environment, the attitudes and characteristics of the leader while leading, giving jobs that employees feel boring or not.

Every employee who works in general has a goal so that his life can be continued. Employees will work and be loyal to the company. For this reason, the company must also reward employee performance through the rewards given (Widiyana, 2021). Awards from the organization are important because it shows that there are efforts from the organization so that human resources can be maintained and as a strategy for the organization to be more successful when attracting employees (Infante, 2022). This will be governed by a fair remuneration system. Giving the right remuneration can provide motivation and the goals and objectives of the organization to be achieved

also become more focused. Werdati et al. (2020) provide an opinion that remuneration is income that is realized through money, goods directly or indirectly to be received by employees. Khasanah et al. (2010) explained that remuneration is all the things that are given by the company to be received by employees as remuneration for the work done for the sake of the company. In addition to the statement from Jahroni et al. (2021) regarding remuneration, which means something that employees receive based on the employee's service contribution to their work. The explanation of remuneration from Mathis and Jackson (2002) is all things that employees get as a reward for carrying out a job. Another explanation about remuneration is from Mardikaningsih and Hariani (2020) that remuneration is a reward from the company for employees that is financial or non-financial in nature. The influence on remuneration is caused by several factors consisting of the supply and demand of labour, the ability and willingness of companies, labor unions, work productivity, government regulations that have been regulated by law, costs for housing, employee positions, education and experience, national economic conditions as well as the type and nature of the work performed. It's opinion based Werdati et al. (2016).

In addition to remuneration, leadership behaviour is also needed to create job satisfaction. In general, leadership behaviour can be interpreted as the behaviour shown by the leader as the basis of ability or talent, as well as the advantages of a person to lead their group (Djazilan & Darmawan, 2022). This is important because according to Radjawane (2022), leadership as a talent that people acquire as a special ability brought from birth must be supported by exemplary behaviour. Santosa & Darmawan (2002); Ernawati et al. (2020) explained that leadership is a process carried out by leaders towards their members based on the influence and examples given as an effort so that organizational goals are achieved. In line with this, Yukl (2005) also reveals the meaning of leadership, namely the process of influencing others, understanding and agreeing on what is needed during the task carried out and how the task is carried out and the process of facilitating individual and group efforts for the common goal that can be achieved. According to Oetomo (2004); Mardikaningsih & Munir (2021) basically the essence of this problem is how is the relationship between those who become leaders and the group of people they lead. Therefore, leadership behaviour should be able to adjust to the situation and

conditions, so that improvement steps can be determined to further spur the level of satisfaction (Sinambela & Lestari, 2021). This aims to make them feel more valued and concerned about their welfare (Ernawati et al., 2022). Job satisfaction can run well if the obstacles or problems contained in providing work motivation can be resolved (Razali, 2016).

Job satisfaction can also be achieved by paying attention to working conditions in the workplace. Conducive working conditions can improve employee performance and vice versa, inadequate working conditions reduce employee performance (Mardikaningsih, 2016; Jahroni & Darmawan, 2022). Working conditions are declared good if the involvement of the people in it can carry out activities optimally, is healthy, does not endanger workers and is reassuring.

Working conditions will be suitable over a long period of time (Retnowati, 2022). Poor working conditions will require more labor and time required as well as the work system design cannot be supported efficiently. Working conditions are all tools, materials that are in front of employees, the environment around where employees work, how to work and work arrangements both individually or in groups (Novrianda et al., 2012). Darmawan et al. (2021) provides an explanation that working conditions are everything that is near employees and can have an influence on the tasks carried out. Working conditions can be determined based on space, location of noise, equipment, materials and relationships among colleagues and how the quality of all has a positive impact on producing quality work (Lestari et al., 2020). Bernadin and Russell (1998) state that working conditions are all things or elements that can directly or indirectly affect the organisation which will have a good or bad impact on employee performance. Many factors influence the formation of a working condition (Sinambela, 2014; Putra & Mardikaningsih, 2021). A number of factors related to physical conditions at work based on Lestari (2014) consist of lighting in the workplace, room temperature, humidity, mechanical vibration, room door, workplace, colouring, decoration, music, security, leadership-member relations, peer-to-peer relations workmate. For this reason, a comfortable environment is indeed important so that employees can concentrate while working and employees will also try to adapt to the surrounding conditions. Apart from that, when working, employees

certainly cannot avoid various conditions around their place of work, which are called their working conditions.

The level of satisfaction of each employee is certainly not the same because it is in accordance with the value system that is believed by the employee. The cause of this is due to the emergence of perceptions that are also different from each employee. Aspects of work that are increasingly fulfilled and aligned with what employees want, the satisfaction that is created is also higher. In accordance with the previous explanation, employee job satisfaction can be realized because there are various factors that also influence it such as remuneration, leadership behavior, working conditions. Therefore, it was determined that the purpose of this study was so that the role of remuneration, leadership behavior, working conditions on job satisfaction could be identified.

## Method

This research is included in the quantitative descriptive category. This survey research utilizes workers who work in a Surabaya company to become the population. The sample size is 100 people with accidental sampling technique. To obtain data from 100 employees, a tool in the form of a questionnaire will be used for the research data. A total of 100 employees will be given the same opportunity in terms of filling out the questionnaire in a way that they are given the freedom to provide a response (checklist) based on their perceptions where each of their answers has been given a rating provision with a Likert Scale (interval 1-8). Furthermore, data processing will be carried out using SPSS version 26 software. Analysis of the data using classical assumption testing techniques, multiple linear regression testing, hypothesis testing (t test and F test) and also used the coefficient of determination test.

The remuneration indicator uses the opinion of Werdati et al. (2020) which includes: (1) salary is money that employees receive every month as a form of reward because employees have contributed; (2) wages are compensation directly given to employees calculated based on working hours; (3) incentives are monetary rewards that are directly given to employees for producing higher performance than the set standards; (4) benefits are remuneration received for selected employees as compensation for sacrifices; (5) facilities are supporting facilities and these provide are organizations. Some indicators for leadership behaviour variables

as opined by Lestari and Mardikaningsih (2020) consist of: (1) innovator; (2) communicator; (3) motivator; (4) controller. Darmawan (2018) states that there are six indicators of physical working conditions, namely: (1) lighting; (2) noise level; (3) air temperature; (4) space required; (5) colouring; (6) security. These six indicators can be used as a reference by companies in providing proper working conditions for employees. Robbins and Coulter (2012) mention the indicators of job satisfaction as follows: (1) job; (2) wage; (3) promotion; (4) supervisor; (5) co-workers.

## Result and Discussion

To test whether there is a normal or abnormal distribution of data from the regression model, the independent and dependent variables, it is necessary to carry out a normality test. Data that can be distributed normally or close to normally indicates that the regression model is good. Clearly, the normality test results can be seen from the probability plot graph. Research data processed through SPSS version 26 shows as below.

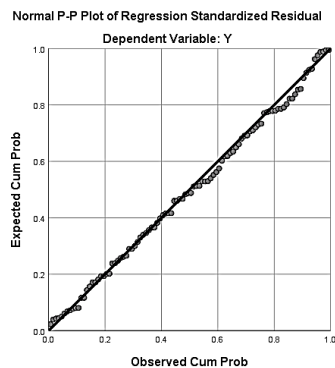


Figure 1. Normality Test  
Source: SPSS Output Results

The results of the normality test in Figure 1 show that there are data where the points spread tend to approach the diagonal line. Under these conditions, a conclusion can be drawn that the processed data is data that can be normally distributed so that it meets the normality test results, which means it can be achieved.

The use of multicollinearity is to detect whether a strong correlation is found for the regression model between the independent variables. The method will use an assessment of tolerance and VIF. It is known from the

results of the SPSS output that the tolerance and VIF values of each variable, namely the remuneration variable (X.1) of 0.856 and 1.169, leadership behaviour (X.2) of 0.910 and 1.099, working conditions (X.3) of 0.887 and 1.128. Therefore, it has been proven that it does not exceed the predetermined correlation limit, namely VIF between 1 and 10 and the tolerance value obtained is less than 1, so this model does not occur multicollinearity problems.

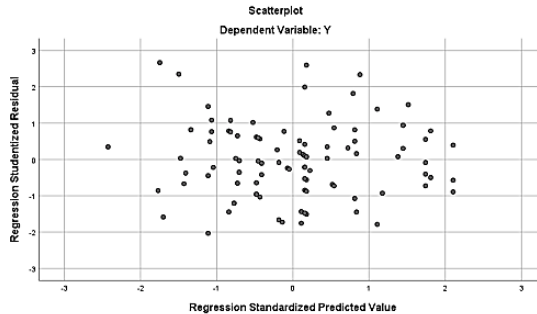


Figure 2. Heteroscedasticity Test  
Source: SPSS Output Results

Furthermore, what can be done in order to find out whether the regression model has variance inequality based on residuals from one observation to another, then you can look at the condition of the scatterplot graph. Figure 2 above is a scatterplot graph which can show that heteroscedasticity is not proven in this regression model. The reason is that it is not found that above and below the number 0 and the Y axis there is a regular pattern and the distribution of the points is also evenly distributed so that the problem of heteroscedasticity is not found.

Autocorrelation test using the statistical method of Durbin-Watson. The DW values listed in the SPSS output indicate is 1.493. This value indicates that there is no autocorrelation problem (still in the -2 and +2 positions).

Table 1. t-Test and Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.841	2.827		10.201	.000
X.1	1.224	.259	.315	4.722	.000
X.2	2.636	.329	.519	8.024	.000
X.3	1.506	.373	.264	4.038	.000

Source: SPSS Output Results

In summary, from table 1, the existing equations will show the effect of each independent variable (X) on the dependent variable (Y). From the results of the multiple regression test, it was found that  $Y = 28.841 + 1.224 X_1 + 2.636 X_2 + 1.506 X_3$ . If this is described, then more clearly shows that: (1) from the regression results, the constant obtained has a value of 28.841, which means that if the independent variables in the study, namely remuneration, leadership behaviour, and working conditions do not have an influence, then job satisfaction will remain at 28.841; (2) the value of the remuneration coefficient reaches 1.224 and the value is positive, which means that if there is conformity in the remuneration, then the job satisfaction will also be better; (3) leadership behavior has a regression coefficient of 2.636 with a positive value which can be interpreted that the better the leadership behavior, the better the job satisfaction; (4) there is a regression coefficient value for working conditions which reaches 1.506 which is a positive sign which means that working conditions are increasing, so there is also an increase in job satisfaction.

In summary, if you look at table 1, it can be explained that: (1) the test for remuneration produces  $t$ -count = 4.722 and there is also a significance value that reaches 0,000; (2) leadership behavior has  $t$ -count = 8.024 with a significance of 0.000; (3)  $t$ -count owned by working conditions is = 4.038 and is able to produce a significance value of 0.000. The significance value generated by each independent variable in this study is a significant category because after being tested at a level below 0.05 the results are below that value so that the partial test is acceptable.

Table 2. ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1710.379	3	570.126	55.705	.000 <sup>b</sup>
	Residual	982.531	96	10.235		
	Total	2692.910	99			

Source: SPSS Output Results

Table 2 produces an F-count at 55.705 with a significance that is still far below 0.05, namely 0.000. The significance value can explain that there is indeed a simultaneous influence of remuneration variables, leadership behavior and working conditions on job satisfaction. The influence given is also positive and significant.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797 <sup>a</sup>	.635	.624	3.199	1.493

Source: SPSS Output Results

Table 3 if described, then in the Adjusted R-Square column there is a percentage that reaches 62.4%. This percentage means that the variables of remuneration, leadership behavior and working conditions have contributed 62.4% to job satisfaction. The remaining value means 37.6% which in this case can still involve several other independent variables to form employee job satisfaction.

According to the results of his research, the hypothesis established that there is an effect of remuneration on job satisfaction is declared accepted. There are two research results that can reveal the same thing, the research is from Mardikaningsih and Darmawan (2012); Munir et al. (2022). The amount of remuneration given to employees shows their status, experience and form to fulfill what is needed which can then be enjoyed by the employee himself even with his family. If the compensation received is large, then the position held is also high. Furthermore, the more fulfilled needs that can be met, the higher job satisfaction will be. Therefore, the higher the remuneration received by employees, the higher the employee job satisfaction. In line with this, job satisfaction cannot be separated from the remuneration that is often expected by employees. The right view based on this relationship is that it gives rise to high job satisfaction obtained from remuneration. Thus, it takes remuneration management that is programmed fairly and properly and competitively so that employees can be more motivated when working. This motivation is a driver so that employees when working are more enthusiastic and try to achieve maximum satisfaction.

Furthermore, it can also be proven that leadership behavior influences job satisfaction positively and significantly. Three researchers agree with the results of this study namely Rehman et al. (2012); Karina et al. (2015); Alonderiene and Majauskaite (2016). With this, the effectiveness of leadership behavior is in accordance with the conditions of the organization and employees can be more satisfying employees in their work. Leaders have a role in all organizational situations and this becomes a strategic factor. Leaders with leadership styles are very influential on organizational strategy

for the short to long term. As a leader, being able to regulate the mindset of employees is a must-have ability so that employees can comply with existing rules and work carried out based on norms. The attitude of the leader will be shown such as a wise leader to determine relationships with employees, the ability of leaders to communicate well, the ability to explain work in detail, the ability to maintain harmonious relationships to uphold the value of friendship between leaders and their members, leaders who trust their employees, leaders who able to establish good relations with employees. For this reason, leaders who are able to pay attention to good attitudes, then in working conditions there is also an increase in job satisfaction that can be realized. Factors from leadership behavior can directly influence organizational strategy that occurs when planning, namely policies made and decisions taken, implementation, namely work implementation and evaluation, which means organizational performance more broadly.

It was also found that there was an influence exerted by working conditions on job satisfaction in significant results. The results of this study were also found to be the same Darmawan et al. (2021); Arifin and Mardikaningsih (2022). The results of the research mean that physical and non-physical working conditions must be considered because it is important that later good working conditions can be created, so employee satisfaction can also be even better. Therefore, the working conditions must be created by management because it will have a real influence on the work activities of employees because one of the assets owned by the organization is its employees (Mardikaningsih et al., 2022). If the working conditions of the organization can be created conducive, then job satisfaction is better maintained so that there is indeed a form of attention from the organization to employees related to meeting the needs of employees so that they can be better at work (Jamaluddin et al., 2013). By providing proper working conditions, employees will be happier when working and will help the organisation in achieving its goals.

## Conclusion

The results of the analysis that has been discussed previously provide a conclusion that all of the independent variables consisting of remuneration, leadership behavior and working conditions can affect job satisfaction in significant positive results either partially or simultaneously.

From the conclusion, several suggestions can be given related to this research that good remuneration should be realized with fair incentives so that there is a rapid increase in employee satisfaction as a result of the remuneration given. Apart from that, you can also add remuneration in the form of awards given to employees who have achievements to encourage their work enthusiasm and directly increase job satisfaction. Good behavior from a leader is a leader who can support all of his employees with the intention that timeliness in terms of completing a target can be accomplished. Working conditions are said to be good if something is damaged, then there is immediate replacement and repair and remuneration, leadership, good working conditions and also more positive, then company obstacles do not occur. The results of this study can be used as a guideline for developing and deepening the science of human resource management, specifically for the literature that discusses job satisfaction. Advanced researchers can carry out broader research based on research objects taken with other independent variables that can influence job satisfaction and add more research time in order to obtain maximum results.

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