THE EFFECTS OF WORK ENVIRONMENT, LEADERSHIP, FINANCIAL COMPENSATION ON JOB SATISFACTION

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Abstract

This study is to examine the effects of work environment, leadership and financial compensation on job satisfaction. This study is important in the current time because their effects on job satisfaction are not conclusive. We distributed scenario questionnaires and analysed them by SPSS. The results show that the coefficients of work environment, leadership and financial compensation were significant for job satisfaction. This means, those aspects have considerable influences on job satisfaction. The theoretical and practical implications are discussed.

Keywords: Work environment, Leadership, Financial compensation, Job satisfaction.

Introduction

Human resources are a very valuable factor, so the company is responsible for maintaining the quality of work life and fostering the workforce so that they are willing to contribute optimally to achieve company goals. The existence of a quality of work life also fosters the desire of employees to stay and survive in the organization. It can also be judged that the employee shows his satisfaction with the company's treatment of him. Satisfaction can be seen as a positive statement as a result of the employee's assessment of what the company/organization has done to its employees. Employee satisfaction will be able to foster employee commitment and loyalty.

Studies on job satisfaction, in terms of factors leading to it, are not clear and consistent (e.g. Davidescu et al., 2020; Bellmann, & Hübler, 2020; Dhamija et al., 2019). Job satisfaction is a phenomenon that is often raised and discussed in various discussions and scientific meetings, job satisfaction has an effect on the output of a process in the organization. High job satisfaction will be achieved if the factors that cause job satisfaction are available properly. Job satisfaction is not a stand-alone variable, but is influenced by various factors, both originating from within the organization and from within the employee himself. Job satisfaction can be achieved if

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employees are productive at work and employee expectations can be met by the company. If the leader or co-workers do not support each other or care for each other, the work carried out will not go well and will cause problems and automatically employee job satisfaction will definitely decrease. Leaders and co-workers should understand and motivate each other in order to create a good working relationship. A good working relationship will create job satisfaction for employees. Factors affecting on job satisfaction as a focus of study include work environment, leadership and financial compensation. We consider the role of leadership because organization is a social association consisting of several people who consciously work together to achieve goals and objectives. In addition to the organization itself, there must be leadership that becomes the benchmark for the center of attention of several people, because if there is no leader in an organization, the goals of the organization will be difficult to achieve. Leadership is a trait that is used to influence people or groups to achieve goals and objectives in any community, as organizations also need leaders who are able to realize the vision and mission for better goals in the future.

Literature review

Job satisfaction

Job satisfaction is a condition felt by a worker in doing his job. This illustrates whether or not an employee is happy working in an organization. In the equity theory described by Judge et al., (2017), it begins with job dissatisfaction that arises from an individual in comparing between giving something (input) in exchange for something else (output) and feeling that his position is unfair. Then the aspect of job satisfaction will appear where the individual compares what he has done (input), must have the same or comparable value as what he expects (output). If the expected individual does not have the same or disproportionate value from what he has done, the individual will be dissatisfied. Conversely, if the individual is expected to have the same or comparable value from what he has done, the individual is satisfied (Reina et al., 2018). If job satisfaction occurs, then these feelings are reflected in the positive attitudes and behavior of employees towards their work. Employees will carry out their work seriously and everything that is faced or assigned to them will be done well. If employees do their jobs well, the performance of the organization will be good too (Lee et al., 2017). This means that if a person's satisfaction is high, the performance of the organization will also be high.

Everyone who works expects to get satisfaction from his place of work. Basically job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's wishes, the higher the level of satisfaction felt (Wilmot et al., 2019). Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept (Harari et al., 2018). Job Satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it.

Job satisfaction is related to the psychology of an employee. Employees who are happy and satisfied at a job are always motivated to contribute more (Mérida-López et al., 2019). On the

other hand, dissatisfied employees will become lethargic, make mistakes and become a burden to the company. One of the biggest factors of job satisfaction is the compensation and benefits provided by the company to an employee. An employee with a good salary, incentives, bonuses, health care and others will be happier and satisfied with his job than someone who does not have a job with the same facilities (Keller et al., 2020). A healthy workplace environment also adds value to an employee. Others claim that a job satisfaction for employees is often also due to a good work-life balance policy, which ensures that employees spend quality time with their families in addition to doing their jobs (Hoff et al., 2020: Nye et al., 2021; Xu, 2021). With a good work-life balance, the quality of life of employees can be improved and can increase employee job satisfaction.

Work environment

The work environment in a company needs carefully to be considered, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and vice versa, an inadequate work environment will reduce employee performance (Wright and Davis, 2003). The condition of the work environment is said to be good if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen as a result in the long term (Djukic et al., 2014). An unfavourable work environment can demand more manpower and time and does not support obtaining an efficient work system design. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment in which he works, then the employee will feel at home at work, carrying out his activities so that work time is used effectively. On the other hand, an inadequate work environment will reduce employee performance.

Everything that is in the workplace is a work environment. Employees are in a work environment when employees carry out work activities, and all forms of relationships involving these employees include the work environment (Sveinsdóttir et al., 2016). The work environment affects the productivity of the company, because a good and satisfying work environment will certainly improve employee performance. It is important to maintain a stable and conducive work environment. If employees feel happy and comfortable with their working conditions, then the employee will certainly feel at home working and carrying out their activities so that work time is used effectively. On the other hand, if the work environment is inadequate, it will reduce employee performance.

All success achieved in an organization is the development of organizational goals in accordance with managerial values, attitude patterns, and behavior of each employee. If the organizational culture is beneficial to individuals (for example, paying attention to individuals and oriented towards achievement, fairness and sportsmanship), it can be expected that there will be an increase in job satisfaction that is better than before (Vermeeren et al., 2011). Conversely, if the existing organizational culture is in conflict with personal goals, needs and motivations, the possibility that arises is reduced job satisfaction. In other words, an organization is determined by the interaction between individual needs and the organizational culture that exists within the organization. Research that supports and proves a positive and

significant relationship between organizational culture and job satisfaction was conducted by Sell & Cleal (2011). Wang & Brower (2019) that states that job satisfaction is closely related to the values presented through the company's organizational culture. Thus it can be concluded that work environment has a positive and significant influence on job satisfaction.

Leadership

Leaders in an organization have an important role in directing and influencing their subordinates. Without a person who regulates and directs an organization, it is certain that the organization can achieve its goals in accordance with its vision and mission. Therefore, a leader is needed to be able to manage and regulate the organization to achieve its goals (Qing et al., 2020). A leader is someone who has the abilities or traits needed to lead others. Leadership is the activity influencing people to strive willingly for mutual objectives, meaning that leadership is all activities to influence and move other people to achieve goals. Leadership is the ability of a person to influence and motivate others to do something according to a common goal. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Panda et al., 2021).

In leading an organization, in general a leader must meet various criteria, which include: upholding knowledge/truth; having the skills and abilities; having no ambition for power; adhering to the principle (Procedural); acting and being fair, namely in determining something must be in accordance with applicable law; and fostering a sense of responsibility of members to the organization. A leader in an organization or group has the task of drawing on their power and influence from sources outside the group, and in most cases, has been given some power to carry out the task, and given rewards and punishments based on performance. Rewards can include compliments, tangible benefits. On the other hand, leaders who do not have the authority to give rewards can try to make it happen by giving praise and praise and making promises they cannot do. In carrying out his functions and role as a leader, a leader usually applies a style or approach in running the organization he leads. A leader can apply any approach or style that characterizes the leader. An effective leader influences followers in order to achieve desired goals. In this sense, we argue that a leader is not enough just to have a heart or character, but also must have a series of leadership methods in order to be an effective leader. Many leaders have qualities from the first aspect, namely the character and integrity of a leader, but when they become formal leaders, they are not effective at all because they do not have good leadership methods.

In the context of job satisfaction, we expect that there is strong relationship between leadership and job satisfaction. It is supported by prior studies. Al-Asadi, et al (2019) stated that there is an influential relationship between leadership style on employee job satisfaction. Research conducted by Kammerhoff et al. (2019) states that leadership style has a positive and significant influence on job satisfaction. In line with research conducted by Hussain & Khayat (2021) stated that leadership style has a positive and significant influence on job satisfaction. Moin et al., (2021) in their research prove that leadership style has a positive and significant influence on job satisfaction. An effective leader is a leader who recognizes the important

strengths contained within the individual. Every individual has different needs and wants. By approaching individuals, leaders can apply all organizational rules and policies appropriately. Human resources or employees are by far the most important asset in any organization. Indeed, no organization can succeed without paying attention to its employees (Raja et al., 2020). One aspect of employee work that has attracted the attention of management and organizational researchers is job satisfaction. Islam et al., (2020) states that "job satisfaction is a sense of comfort or a positive emotional state resulting from job evaluation or work experience".

Job satisfaction is basically an individual thing because each individual will have a different level of satisfaction. Companies must first understand well that in order to have the right employees and be able to develop in a better direction, companies must prioritize the job satisfaction of every employee (Ohunakin et al., 2021). Employee job satisfaction is very important so that an employee can bring out the maximum ability in his work. In particular, employees who are satisfied with their work will be judged to be able to increase customer satisfaction and further make the organization profitable and moreover make the organization sustainable in the long term.

Financial Compensation

Compensation is what employees receive in exchange for their contribution to the organization (Yousef, 2017). Compensation is anything that employees receive in return for their work. Compensation is important for employees as individuals because the amount of compensation reflects the size of their work among the employees themselves. Thus, compensation is an important component because it is a company policy that is directly related to increasing employee's job satisfaction. Compensation policies are generally given by companies to improve the performance and loyalty of their employees. According to Filketu et al., (2019), consideration of employee intentions to change jobs is determined by compensation and career development factors. Compensation policies have two factions. First, it is for organisation. For organisation, it is to maintain a skilled and capable workforce so that they have high loyalty to the company, maintain and improve employee morale which is shown to decrease the level of labor turnover and absenteeism, and increase company productivity which means increased production output for each unit per unit time and increased sales, for example. Second, it is for employees. It is to improve their standard of living by receiving payments other than the basic salary, and increase employee work motivation so as to encourage them to perform better.

Compensation to employees will provide their job satisfaction for employees, if an employee gets appropriate compensation for what has been done at the company, it would lead to good job satisfaction (Goerg et al., 2019). Similar to Delfgaauw et al. (2020), Delfgaauw et al. (2022) and Garretsen et al. (2020) that state that compensation has a positive and significant effect on job satisfaction. This prediction is caused because compensation as a means of motivation that encourage employees to work with optimal abilities, which are intended as extra income beyond the salary or wages that have been determined. The provision of incentives is intended to meet the needs of employees and their families. The term incentive system is generally used

to describe wage payment plans that are linked directly or indirectly to various standards of employee performance or organizational profitability. It must be remembered that the main purpose of providing incentives is so that employees can work more optimally because they feel more motivated and rewarded for their performance. With the more enthusiastic and motivated the workers at work, the company is also able to get significant benefits for sure. What is most visible is that the company's productivity is getting better and can develop more rapidly than it should. Although it is useful as an employee's motivation or incentive, the provision of this incentive must be done with careful consideration because it must be adapted to the conditions of the company and the achievements of the employee. For example, it leads to organisational fraud (Maulidi, 2020; Maulidi, 2022; Maulidi & Ansell, 2021; Maulidi & Ansell, 2022).

Research framework

By considering the above discussion, we proposes three hypotheses, as illustrated in figure 1.
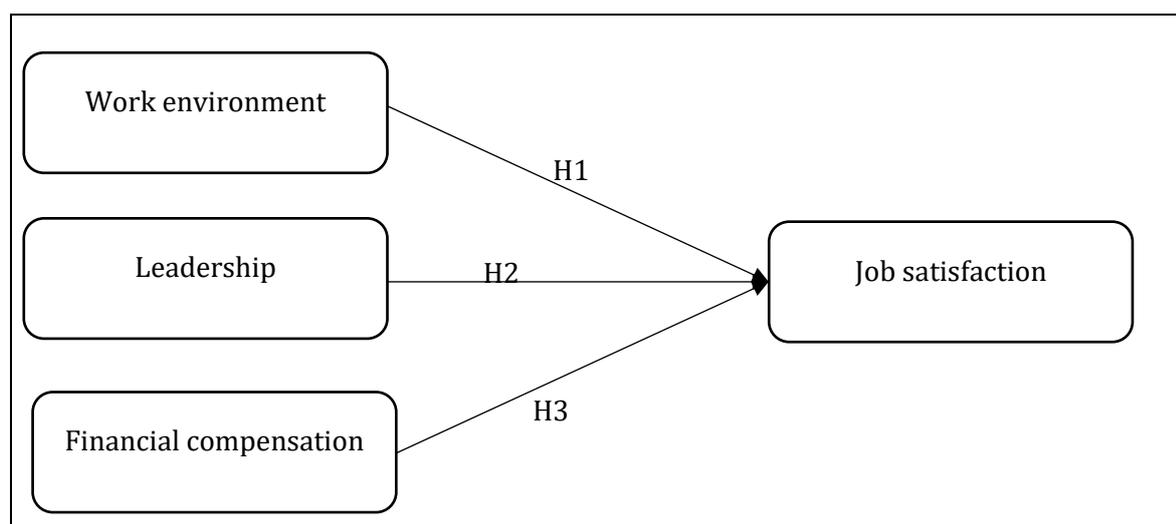

Figure 1: A focus of study

H1: There is positive relationship between work environment and job satisfaction.

H2: There is positive relationship between leadership and job satisfaction.

H3: There is positive relationship between financial compensation and job satisfaction.

Research method

We conducted a study in one of local governments in East Java, Indonesia. The questionnaire cover letter, which contained a short explanation of the study, assured respondents that their responses were for research purposes only and would be kept confidential. Questionnaires were collected directly from participants. Out of a sample of 200 employees, 143 people voluntarily completed the questionnaire. The respondents consisted of 73.3% males and

26.7% females. Forty-four percent were between the ages of 25 and 32 years, while 39% were aged 35 years or over. Over 75% had a college or graduate degree. Almost half (46.3%) had been as employee for 10 years or less, with 11.65 years being the average time of service. In analysing data, we use Statistical Package for the Social Sciences (SPSS). It is a widely used program for statistical analysis in social science

Results and discussion

Hypothesis testing

Hypothesis	β	SE	Note
H1: Work environment ->job satisfaction	0.18**	0.23	Accepted
H2: Leadership -> job satisfaction	0.14**	0.21	Accepted
H3: Financial compensation -> job satisfaction	0.30**	0.13	Accepted

Notes: ** Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed).

As illustrated in table 1, we found the coefficient of work environment was significant for job satisfaction (β = 0.18, p < 0.01). It is indicated that H1 was accepted. The work environment plays an important role in creating and increasing employee job satisfaction. Satisfied employees will be more loyal to the organization, so that employees can carry out their duties and responsibilities properly. Job satisfaction arises as a result of the existing work situation in the organization. Job satisfaction reflects the employee's feelings about being happy or unhappy, comfortable or uncomfortable with the work environment of the organization where he works. The form of employee job satisfaction will be seen from the positive or negative attitude in the employee. Employee job satisfaction is dynamic, meaning it can change at any time. At one time, employees may experience dissatisfaction, but after an improvement by organizational management, employees will be satisfied. Therefore, organizations are required to always be able to innovate in creating a comfortable work environment for the organization.

In this regard,, the company must really pay attention to the work environment for the benefit of all employees. By creating a comfortable and good work environment, it will increase employee motivation and the company will get a good impact. The fulfilment of needs and desires through employee work activities is one of the meanings of job satisfaction. One of the important factors to motivate employees who have various primary and secondary needs as human beings is needs. Employees will feel motivated if their needs are met, with the fulfilment of employee needs, job satisfaction will arise.

Furthermore, this study also found that the coefficient of leadership was significant for job satisfaction (β = 0.14, p < 0.01). It is indicated that H2 was accepted. So, the result of data analysis statistically proves that there is a positive and significant influence between the leadership variable on employee job satisfaction. The results of the study support previous research. The research conducted by Yohannes & Wasonga, (2021) as a whole found that leadership has a significant influence on employee interaction behavior and job satisfaction. Another study conducted by Cakmak et al. (2015) found humanitarian-oriented leadership increased job satisfaction and research conducted by Amundsen & Martinsen, (2015) showed

that good leadership has a significant positive effect on employee job satisfaction. This means, leadership style in organizations play a very important role in influencing employee performance. How leaders build relationships with workers, how they develop and empower their workers, greatly affects the performance of human resources who are subordinates. Without leadership, management is flawed. If this is not the case, the result is always poor performance.

Job satisfaction is a form of reaction that is felt by employees so that it can become the attention of leaders in the company. Because job satisfaction is a pleasant work behavior from a positive emotional side of the assessment of work carried out by the company, job satisfaction is determined by the difference between all that is felt by employees. on work (Duo et al., 2017), employees who have job satisfaction tend to have positive feelings and thoughts about the work being done, and vice versa if employees feel dissatisfied with what they are doing, they will think negatively (negative thinking) about the work being done. All of these situation, as evidenced by this study, are influenced by leadership style practiced in the organisation.

Therefore, the leadership style must be able to inspire subordinates by giving priority to organizational development rather than personal interests and giving more attention to subordinates and being able to change employee perceptions to work better in helping the company to achieve company goals (Aydogmus et al., 2018). This result is also clarified again by Wang et al., (2019) who say that the leadership style that is considered capable of providing increased performance is a transformational leadership style, transformational leadership style will be able to give rise to better performance, because the transformational leadership style will reflect trust, loyalty and will make employees respect the leader so that it can bring change in employees involved in all parts of the organization. The results of this study are also in line with research conducted by Mufti, et al., (2020), Ladan et al., (2017) which concludes that transformational leadership has a positive and significant effect. Towards improving employee performance, if transformational leadership is applied optimally it will be able to improve employee performance.

Finally, this study documented that the coefficient of financial compensation was significant for job satisfaction (β = 0.30, p < 0.01). It is indicated that H3 was accepted. This means that the better the level the compensation was given by the company, the higher the job satisfaction. The purpose of providing incentives is to increase employee motivation in an effort to achieve organizational goals by offering financial incentives above and beyond basic wages and salaries. So it can be concluded that the provision of incentives must be able to satisfy both parties, namely the company side and the employee side. So that the provision of these incentives can increase employee morale. From some of the expert opinions above, it can be said that incentives are a means of stimulants or incentives given by the company so that they can be more accomplished in order to provide better work results.

Therefore, giving incentives to individuals has the potential to significantly improve performance, with others finding that monetary incentives increase output production by a median of 30 percent more than other motivational tools (Ogbonnaya et al. 2017). If the incentives provided by the company are in line with expectations, of course the employee will get his own satisfaction at work (Koo et al., 2020).

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