

DETERMINANTS OF JOB SATISFACTION TO IMPROVE SAMSAT BALIKPAPAN EMPLOYEE PERFORMANCE

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ABSTRACT

This study aimed to determine whether influential factors such as leadership, work culture, compensation, and job performance simultaneously and partially affect the job satisfaction of SAMSAT Balikpapan employees. This study used a population of 54 respondents using multiple linear regression test method with SPSS tool version 25. Hypothesis Analysis and Testing Techniques using Validity and Reliability Tests. Use Concurrent and Partial tests and the Classical Assumptions test. The results showed that leadership, work culture, and work performance simultaneously positively and significantly affected the job satisfaction of SAMSAT Balikpapan employees. In comparison, compensation has a negative and insignificant influence on job satisfaction. Work culture has a significant and partly dominant effect on SAMSAT Balikpapan job satisfaction. Regression results satisfy the classical assumption that there is no multicollinearity and no autocorrelation. This field contribution causes the Company to pay more attention to compensation variables to increase employee satisfaction. Work culture has a significant and dominant influence on job satisfaction but needs attention to job compensation.

Keywords: *culture, compensation, leadership, performance, satisfaction.*

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INTRODUCTION

Indonesia is one of the countries with the most densely populated population in the world; with this population's development, the competition for human resources in companies also occurs (Pasban & Nojodeh, 2016). Many companies worldwide have high employee turnover rates, so employee satisfaction is one indicator that must be considered (Al-Suraihi et al., 2021; Pasban & Nojodeh, 2016).

Employee satisfaction guarantees staying longer in the company (Ozturan & Kutlu, 2010). Companies with good work culture, leadership, and compensation will be factors in job satisfaction (Devi, 2022). Employee satisfaction has become a major factor in the continuity of the Company's business (Aprilina & Martdianty, 2023; Hasan, 2016); (Hayati & Sylvia, 2022).

Employees are the principal capital in the business, but many are still dissatisfied because of the influence of leadership in the company's organization (Niswaty et al., 2021). Job satisfaction will make employees stay but no longer because they are hit by the interests of the Company, one of which is the absence of rewards. Managing human resources is very important, but the Company often does not focus on achieving wealth.

The relationship between compensation and job satisfaction has been the subject of several studies showing that compensation and work environment significantly affect employee job satisfaction. Studies have shown that adequate compensation is expected to add value to employee satisfaction, thus stimulating them to work better (Nuraini et al., 2022; Saman, 2020); . These analyses show a positive relationship between compensation and job satisfaction (Darma & Supriyanto, 2017; Gonzalez et al., 2022; Nirmalasari & Amelia, 2020).

This study was conducted to determine how much job satisfaction is influenced by leadership factors, work culture, compensation, and employee work performance. This study aims to determine whether leadership, work culture, compensation, and work performance can partially or simultaneously affect employee satisfaction.

LITERATURE REVIEW

From an analysis, leadership has a significant effect on job satisfaction, but it also has a positive effect on job satisfaction. Transformational leadership, in particular, has been found to positively affect job satisfaction, innovative behavior, and employee performance (Birbirs & Lakew, 2020; Eliyana et al., 2019).

Leadership refers to an individual's ability to influence, motivate, and guide others to achieve a common goal. On the other hand, job satisfaction refers to the satisfaction employees feel with their jobs (An et al., 2020; Belias, 2014; Eliyana et al., 2019). There is a significant relationship between leadership and job satisfaction, as evidenced by numerous studies. Transformational leadership, in particular, has been found to affect job satisfaction and organizational commitment directly (Atmojo, 2012; Solihah et al., 2022).

A significant relationship between performance achievement and job satisfaction. One study found that transformational leadership directly affects job satisfaction and organizational commitment (Eliyana et al., 2019); . Another study found that work motivation, emotional intelligence, and competence have significant positive direct effects on job performance, affecting

job satisfaction. In addition, a study concluded that motivation and satisfaction significantly affect job performance (Fadli et al., 2023; Tampubolon & Propheto, 2018). Therefore, it can be concluded that achievement performance is significant to satisfaction.

The influence of work culture on job satisfaction is significant because there is a close relationship between organizational effectiveness and employee performance. Good organizational culture can positively impact organizational effectiveness and employee performance, and some researchers find organizational culture has a positive and significant effect on employee performance (Nariah, 2020; Rachman & Ardini, 2020).

The relationship between compensation and work environment significantly affects employee job satisfaction. Compensation has a significant effect on job satisfaction and employee performance. The effect of job satisfaction, compensation, and employee motivation on employee performance. The relationship between compensation and job satisfaction in different organizational contexts (Fattah & Hasan, 2024); (Nariah, 2020; Saman, 2020).

The effect of job performance on job satisfaction shows a significant relationship between job satisfaction and job performance. If job satisfaction is high, employees will perform better. On the other hand, if job satisfaction is low, there will be performance problems (Hasan et al., 2024).

The management function is based on the duties and responsibilities performed by the managers of an organization to ensure smooth functioning and results. These functions are critical for operations to be achieved effectively, efficiently, and successfully. These functions are Planning, Organizing, Implementing, and monitoring (Sumadi & Ma'ruf, 2020).

For example, management is essential to project success in construction projects. (Hasan et al., 2024) A related empirical analysis of management function failures in construction projects found that construction management functions and their failures can help reveal their impact on project schedules and the work's success (Nguyen, 2020).

The term management refers to coordinating and supervising resources in organizational activities to achieve specific goals, and this involves management functions in the organization. Management can encompass various disciplines (Hasan, S., Diwyarthi, N. D. M. S., Nugroho, H., Santoso, A., Sarjana, S., Afandi, A., ... & Tarigan, 2022; Kot & Grabara, 2017).

Human resource management (HRM) is a strategic approach to managing organizational assets that are very valuable, namely employees or humans because this involves a process such as recruitment, selection, training, and development of employees and employee performance.

Human resource management (HRM) includes policies and procedures affecting employee performance (Hasan, S., Diwyarthi, N. D. M. S., Nugroho, H., Santoso, A., Sarjana, S., Afandi, A., ... & Tarigan, 2022; Ibrahim et al., 2023).

Job satisfaction is based on happiness obtained from a job appraisal or one's experience in the organization. This is an essential indicator in the workplace because it can affect employee behavior, performance, and retention. Job satisfaction is often influenced by various factors, such as the nature of the job, the quality of supervision, interpersonal relationships, and organizational culture (Janicijevic et al., 2018). It is a critical variable in human resource management and is closely related to employee commitment, engagement, and performance (Oktaviani & Sopiah, 2022; Solihah et al., 2022). Studies have shown that job satisfaction is associated with higher levels of organizational commitment and better job performance (Eliyana et al., 2019). Therefore, understanding and managing job satisfaction is essential for organizations that aim to improve employee well-being and productivity (Bagis et al., 2021). Job satisfaction is based on the likelihood that an employee feels what they do has their level of work happiness (Locke, 1969).

Leadership, culture, compensation, achievement, and job satisfaction are interconnected concepts in the context of organizational performance and employee well-being (Hadiyatno, 2022). Compensation refers to the employee's compensation or benefits for their work. On the other hand, job satisfaction refers to an employee's level of satisfaction with their job. Several studies have shown that compensation has a positive and significant influence on job satisfaction (Nirmalasari & Amelia, 2020; Nuraini et al., 2022; Pudjiarti et al., 2023; Saman, 2020; Widyatama & Information, 2023). In other words, employees who receive fair compensation are more likely to be satisfied with their jobs. However, job satisfaction is also influenced by other factors such as work environment, workload, and leadership.

METHODS

The research design uses multiple linear regression methods, and the calculations are assisted through the Statistical Package for Service Solution (SPSS) program. Statistical Package for Service Solution (SPSS) is a software program used for statistical analysis. It is commonly used in various fields, such as business, social sciences, medicine, and engineering (Sen & Yildirim, 2022). SPSS allows users to perform data analysis, data mining, and predictive analytics. It provides a user-friendly interface and a wide range of statistical functions, making it a popular choice for researchers and

analysts. The program is often used for tasks such as descriptive statistics, correlation analysis, regression analysis, and data visualization (Okagbue et al., 2021)

This study's population is all SAMSAT Balikpapan employees, with 54 employees. Using the census method, the entire population is sampled (Kish & Verma, 1986; Musdalifah, 2009). The data collection method uses a questionnaire that is distributed to respondents using the questionnaire method. Research with primary data is distributing questionnaires and secondary data using book references and qualitative and quantitative data. Hypothesis Analysis and Testing Techniques are Validity Test and Reliability. The classical assumption tests, namely multicollinearity, heteroscedasticity, and autocorrelation, use the simultaneous (F) and partial (t-test) tests.

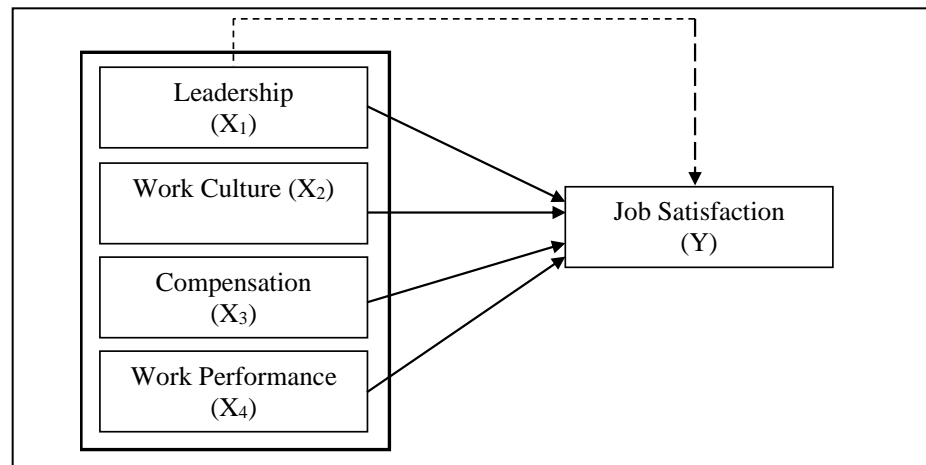


Figure 1. Research mindset

RESULTS

Validity and Reliability Test

Based on the validity test, it is known that Leadership (X₁), Work Culture (X₂), Compensation (X₃), Work Performance (X₄), and Job Satisfaction (Y). All results of the calculated coefficient $> r_{table}$, where $r_{table} = 0.361$ at a significant level of 5% for all question items. This means that the question indicator items on each research variable are valid. So, it proves that employees as respondents can understand the questions in each variable well.

Table 1. Reliability test results

Variable	Cronbach's Alpha	Result
Leadership (X ₁)	0,758	Reliable
Work Culture (X ₂)	0,769	Reliable
Compensation (X ₃)	0,767	Reliable
Work Performance (X ₄)	0,764	Reliable
Job Satisfaction (Y)	0,772	Reliable

The reliability test results obtained all items of the item indicator tested obtained Cronbach's Alpha value > 0.60 , so it was stated that the items in the questionnaire were consistent (reliable).

Table 2. Multiple linear regression results

Free Variable	Coefficient Regression	t-count	Sig.
Constanta	0,411	0,100	0,920
Leadership (X ₁)	0,348	2,195	0,033
Work Culture (X ₂)	0,378	4,138	0,000
Compensation (X ₃)	- 0,198	- 1,369	0,177
Work Performance (X ₄)	0,425	3,077	0,003
Multiple R = 0,681		F-count = 10,616	
R Square = 0,464		Significant = 0,000	
Adjusted R Square = 0,421		Durbin Watson = 2,059	

Resource: SPSS result data

The results of Multiple Linear Regression are the results of the analysis presented in the table above, and then the multiple linear regression equation is obtained as follows: $Y = 0.411 + 0.348 X_1 + 0.378 X_2 - 0.198 X_3 + 0.425 X_4$.

Table 3. F test results

Variables Predictor	F	Significant
X ₁ , X ₂ , X ₃ dan X ₄	10,616	0,000

Resource: SPSS result data

Hypothesis testing on the F (Simultaneous) test, namely the calculation results obtained $F_{\text{count}} = 10.616$ at the level of significance $\alpha = 0.000$, which is greater than $F_{\text{table}} = 2.56$ at the level of significance $\alpha = 0.05$, ($F_{\text{count}} > F_{\text{table}}$), so that H_0 is rejected and H_1 is accepted. This means that

leadership, work culture, compensation, and work performance significantly influence job satisfaction, so the first hypothesis in this study can be accepted and proven.

Table 4. Comparison of t_{count} and t_{table} values

Free Variable	T_{count}	T_{table}	Sig.	Information
Leadership (X_1)	2,195	1,676	0.033	Sig.
Work Culture (X_2)	4,138	1,676	0,000	Sig.
Compensation (X_3)	-1,369	1,676	0,177	No sig.
Work Performance (X_4)	3,077	1,676	0.003	Sig.

Resource: SPSS result data

Hypothesis testing on the t-test (Partial), namely the influence of leadership (X_1) on employee job satisfaction (Y), is partially shown by a calculated value of $2.195 > t_{\text{table}}$ of 1.676 and a Sig. t value of $0.033 < 0.05$. This proves that leadership has a significant effect on job satisfaction.

The effect of the Work Culture variable (X_2) on employee job satisfaction (Y) is partially shown by a calculated value of $4.138 > t_{\text{table}}$ of 1.676 and a Sig. t value of $0.000 < 0.05$. This proves that work culture has a significant effect on job satisfaction.

The effect of compensation (X_3) on employee job satisfaction (Y) is partially shown by a calculated value of $-0.369 < t_{\text{table}}$ of 1.676 and a Sig. t value of $0.177 > 0.05$. This proves that work culture does not significantly affect job satisfaction.

The effect of Job Performance (X_4) on employee job satisfaction (Y) is partially shown by a calculated value of $3.077 > t_{\text{table}}$ of 1.676 and a Sig. t value of $0.003 < 0.05$. This proves that leadership has a significant effect on job satisfaction

Based on the results of the t-test comparison, partially, the work culture (X_2), which has the most significant calculated value compared to other variables t_{count} is $4.138 > t_{\text{table}}$ is 1.676. This means that work culture (X_2) has a significant and partially dominant influence on employee job satisfaction (Y) at a significance level of 5% ($0.000 < 0.05$), so it can be said that the second hypothesis is not proven true.

The results of the Classical Assumption Test, namely the Multicollinearity Test of the four independent variables (X_1, X_2, X_3, X_4), have a VIF value smaller than 5. Thus, the proposed model is accessible from one of the deviations of model assumptions, namely multicollinearity.

Table 5. Multicollinearity test

Free Variable	VIF	Information
Leadership (X ₁)	1,480	VIF < 5, No Multicollinearity occurs
Work Culture (X ₂)	1,011	
Compensation (X ₃)	1,611	
Work Performance (X ₄)	1,514	

Resource: SPSS result data

Heteroscedasticity Test with results Based on the table, the mean value of standardized predicted value and standardized residual equals zero. So, it can be concluded that statistical residuals are normally distributed, or heteroscedasticity does not occur.

Table 6. Heteroskedasticity test

Statistical Residual	Mean	Information
Residual	0,00000	no heteroskedasticity
Std. Predicted Value	0,000	no heteroskedasticity
Std. Residual	0,000	no heteroskedasticity

Resource: SPSS result data

Autocorrelation test, namely the DW test value in this study is 2.059, while the DW table value at $\alpha = 5\%$ or 0.05, for $dL (\alpha: k: n) = 1.406$ and for $dU (\alpha: k: n) = 1.723$. There is no autocorrelation if DW lies between $dU \leq DW \leq 4 - dU$ or $1.723 \leq DW \leq 4 - 1.723$.

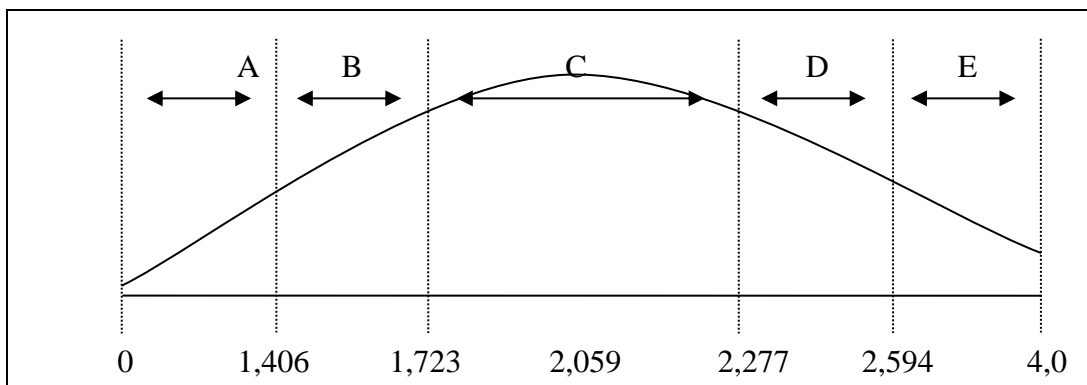


Figure 2. Durbin Watson test result

Resource: SPSS result

From the picture above, the DW value of the SPSS calculation results in this study is in the position of area C, which means there is no autocorrelation.

DISCUSSION

The results of the analysis of the multiple linear regression equation can be explained as follows:

The value of the constant in the table shows that if leadership (X_1), work culture (X_2), compensation (X_3), and work performance (X_4) are equal to zero, then on average the employee's job satisfaction (Y) will be equal to the constant.

The values of the regression coefficient of leadership (X_1), work culture (X_2), compensation (X_3), and work performance (X_4) will increase the score of each variable by one unit, then the employee job satisfaction (Y) score will increase assuming other independent variables are in a constant state. Here are the results of testing the research hypothesis as below:

H1: Simultaneously, leadership, work culture, compensation, and job performance have a significant influence on job satisfaction.

The results of this study show that leadership, work culture, compensation, and work performance have a significant effect on employee job satisfaction, this means that together these variables will increase employee job satisfaction so that it will add value to the company, which also means that the company can measure the level of employee satisfaction through these variables together. This follows previous research conducted by (Atika et al., 2019; Birbirs & Lakew, 2020; Dharmiarto et al., 2021).

H2: That leadership has a significant effect on employee job satisfaction

The results of this study show that leadership has a significant positive effect on employee job satisfaction which can be proven means that the climate of mutual trust, considering the feelings of subordinates, attention to comfort, welfare, and employee satisfaction are the main considerations of employees as correspondents to this leadership variable.

H3: Work Culture has a significant effect on employee job satisfaction

These results show that work culture in the company has a significant positive effect on employee job satisfaction can be proven, meaning that: Obeying procedures and instructions appropriately, the importance of rules and work order, clarity of operational instructions, responsibility in completing work, and habits of working together are the most common

choice of correspondents for the variables work culture and the Company must maintain to maintain a more solid work culture. Work culture is the highest dominant variable

H4: Compensation has a negative and insignificant effect on job satisfaction

The hypothesis that compensation has a significant effect on employee job satisfaction is not proven, this can be seen from several choices of respondents related to income, incentives based on skills and abilities, and health facilities are not described in the main choices of correspondents. It also proves that the company's command line has been centrally established according to the organizational structure and compensation received.

H5: Work performance has a significant positive effect on job satisfaction

These results show that work performance in the company has a significant positive effect on employee job satisfaction can be proven, this means that the quality of work, work quantity, responsibility, and initiative of employees are high and can affect work performance in the company. Employee work performance is the second-highest dominant variable.

CONCLUSION

The results of this study show that leadership, work culture, and work performance together positively and significantly influence employee job satisfaction. In comparison, compensation has a negative and insignificant influence on employee job satisfaction.

Based on the results of the t-test comparison that work culture has a significant and partially dominant effect on job satisfaction at a significance level, it can be said that the second hypothesis that leadership has a partially dominant influence on job satisfaction is not proven to be true.

Regression results meet classical assumptions, meaning that the regression model used can be called a forecasting tool with the best linear unbiased properties, does not occur in multicollinearity, and has no autocorrelation.

Based on the results of calculations through ANOVA, leadership, work culture, compensation, and job performance significantly influence job satisfaction variables. Thus, H_0 was rejected and accepted by H_a . So, it can be concluded that the three independent variables significantly influence job satisfaction.

SUGGESTION

In the results of this study, compensation has the lowest effect on job satisfaction. With this, the company should further increase indirect compensation from the company, health facilities received, incentives, and wages, which must be appropriate based on the principle of fairness in the company. It is evident from the interrelated indicators that must be addressed immediately. If compensation in SAMSAT Balikpapan employees does not work properly and correctly, this can change the attitude and behavior of existing human resources, affecting work productivity to face various challenges in the future. For subsequent researchers who want to conduct similar research, to develop the results of this study by raising the object of research in companies with the same or different types of business fields and adding independent variables other than leadership, work culture, compensation, and achievement that may affect employee job satisfaction

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