

THE INFLUENCE OF LEADERSHIP, COMPENSATION, AND WORK ENVIRONMENT ON JOB SATISFACTION OF EMPLOYEES OF PT BIRO STATISTIK INDONESIA BATAM WITH WORK PRESSURE AS INTERVENING VARIABLE

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ABSTRACT

The purpose of this research is to only examine several factors that affect the level of job satisfaction of BKI employees, namely leadership, compensation, work environment, and work pressure. The population in this study were employees of PT BKI Batam. The method used for sampling is the census method. The sample used in this study is the same as the total population of the study, namely 130 people. This research data was analyzed quantitatively using SEM PLS with Smart PLS version 3.0 tool. The test results using confirmatory factor analysis showed that the research data used were valid and reliable and normally distributed. The results of hypothesis testing indicate that leadership has a significant effect on work pressure; Compensation has a significant effect on work pressure; Work environment has no significant effect on work pressure; Work pressure has a significant effect on job satisfaction; Leadership has a significant effect on job satisfaction; Compensation has no significant effect on job satisfaction; Work environment has no significant effect on job satisfaction; Leadership has a significant effect on job satisfaction through work pressure as an intervening variable; Compensation has a significant effect on job satisfaction through work pressure as an intervening variable; Work environment has no significant effect on job satisfaction through work pressure as an intervening variable. The test results show that the SRMR value is 0.081, which is smaller than 0.100, it can be concluded that the research model is a fit.

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1. INTRODUCTION

The Indonesian Classification Bureau (BKI) is the largest classification body after Korea, Japan, and China, BKI is also the first to become a classification body in the national scope which has the task of classifying ships in commercial groups with Indonesian flags and ships with foreign flags which ships. The company carries out its activities in the Indonesian sea regularly. The standard is issued by BKI as a technical publication.

Ships that have been designed and/or built to BKI standards will receive a Classification Certificate from BKI, where the certificate is issued after BKI has completed a series of required

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classification surveys. BKI is an independent Classification Board, conducting research and development to improve quality and technical standards to be published to interested parties and related to shipping classification services,

BKI is a State-Owned Enterprise (BUMN) in the form of a Limited Liability Company (Persero). In its services, BKI applies technical standards (Rules and Regulations) by carrying out design, construction, and maritime survey activities related to ships including floating facilities. This standard is prepared and issued by the Company as a Technical Publication. The Rules and Regulations developed are not only the hull construction structure, but also include safety equipment, and mechanical and electrical installations. BKI has the duty and authority to suspend the classification status of a ship and can also revoke the classification status of a ship based on the reference to the classification requirements. The revocation of the classification results in the ship losing its classification status temporarily or permanently. The suspension of classification status can also occur automatically if it is known that the ship in question does not carry out periodic surveys promptly by the classification rules. The company conducts surveys and certifications due to requests from stakeholders

BKI was established to save the country's foreign exchange in national ship inspection services and support the independence of the Indonesian maritime industry. Through the cooperation support with Germansicher Lloyd, Germany, BKI has now become a large national classification body. Until now, in addition to classification business activities, BKI has also developed its activities in the field of Consultancy and Supervision services. Headquartered in the city of Jakarta and has branch offices in major ports throughout Indonesia and Singapore. As a classification body, BKI in providing services acts objectively, professionally, and independently in providing an assessment by complying with the Rules and Regulations above the interests of all interested parties (stakeholders & shareholders) with the results of the Company's technical assessment to increase employee job satisfaction.

Job satisfaction felt by BKI employees will have a positive influence on the implementation of tasks that are not so easy. Several things can help create job satisfaction, including perceived leadership factors, economic benefits, namely adequate salaries and benefits, a conducive work environment, clear work, and government regulations, the impact on social status, social facilities, and so on. Some of these indicators serve as references in this study, the focus of which is BKI employees in Batam Indonesia, including honorary and contract employees as BKI employees. The phenomenon that occurs is that several BKI employees want to move to other positions. This is why researchers are interested in examining more deeply the variables that affect the job satisfaction of BKI Batam employees.

In comparison to previous research conducted by Kamaruddin and Abdullah (2017) in Malaysia on oil palm employees, the factors that influence job satisfaction of oil palm plantation employees in Malaysia are the existence of government and employer policies that favor workers and the existence of financial benefits as a form of compensation. given to workers. However, on the other hand, the results of previous studies stated that oil palm plantation employees in Malaysia were dissatisfied with their work due to a hazardous work environment and a smell and social status as workers who lacked skills or expertise. In another study conducted by Hulsheger, UR et al (2012) there is a significant relationship between strict work rules and job satisfaction for hospital employees, this is because in handling patients in hospitals, they must follow standard operating procedures. I hope that this research can provide a new strategy to the leadership at the Indonesian Classification Bureau Batam Branch on how to increase job satisfaction and get the expected performance of BKI Batam Employees. In this study, several indicators which according to the researcher can affect the level of job satisfaction of BKI employees are Leadership, compensation, Work Environment, and Work Pressure this research focus on these variables which will then be used as the objectives and scope of the research.

2. LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is a positive attitude towards work in a person. Job satisfaction is an individual thing [1]. Each individual will have a different level of satisfaction according to the value system that applies to him [2]. Usually, people will feel satisfied with the work that has been or is being carried out, if what is being done is considered to have met expectations, by the purpose of working [3]. If someone yearns for something, it means that the person concerned has an expectation and is thus motivated to take action toward the achievement of these expectations [4]. If these expectations are met, then satisfaction will be felt. Job satisfaction shows a match between one's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation [5].

2.2 Leadership

Leadership is the process of influencing others to understand and agree with what is needed and how work is done effectively, as well as the process of facilitating individual and collective efforts to achieve goals [6]. Leadership is the ability to influence a group to achieve organizational goals [5]. The broad definition of leadership includes influencing processes in determining organizational goals, motivating followers' behavior to achieve goals, and influencing to improve the group and its culture. Leadership is influenced by innate traits related to intelligence, personality, and abilities. Effective leadership traits are supervisory ability, need for achievement in work, intelligence, assertiveness, self-confidence, and initiative. There are four main characteristics of leadership, namely intelligence, maturity and breadth of social relationships, self-motivation and achievement drive, and human relations attitudes. Leadership is working through individuals and groups to achieve organizational goals.

2.3 Compensation

Compensation is all income in the form of money, or goods directly or indirectly received by employees in return for services provided to the company [7]. Compensation is everything that employees receive in return for their work [8]. Leadership is administering wages or salaries (sometimes called compensation) involving consideration or balance calculations [9]. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve high productivity. Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from employees [10].

2.4 Work Environment

The work environment of the employees will have no small influence on the company's operations [11]. This work environment will affect the company's employees, both directly and indirectly will affect the company's productivity [12]. A good and satisfying work environment will certainly increase the work productivity of employees [13]. On the other hand, a bad work environment will reduce the company's productivity. The work environment is an environment in which employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally [14].

The work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home at work to carry out activities so that work time is used effectively and optimistically, and employee performance is also high. The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work.

2.5 Working pressure

Job stress is a condition in which there are one or more factors in the workplace that interact with one another, causing feelings that interfere with physiological and behavioral conditions [15]. Stress is a condition of a person, where his physical and psychological conditions are disturbed both from within himself and from outside himself, resulting in tension and causing the emergence of unusual behavior (which is categorized as deviant) both physically, socially, and psychologically [16]. Among the several symptoms of stress, it can be interpreted that stress symptoms can be seen from the factors that indicate changes in the form of physiological, psychological, and attitude [17].

3. METHODS

This type of research is quantitative. In this study, the authors obtained data and took the research location of PT BKI Batam, Batam City, Riau Islands 2 9444, and in this study the authors scheduled a time for 4 months, starting from July 2021 - October 2021. Research data were obtained by distributing questionnaires to BKI employees. Batam is willing to be a respondent. The population in this study were employees of PT BKI Batam, totaling 130 people consisting of employees who worked as permanent employees. The method used for sampling is the census method. Census is one of the data collection methods commonly used in research. Census allows researchers to produce data that is very good and representative of actual conditions. The sample used in this study is the same as the total population of the study, namely 130 people. This study uses a quantitative analysis approach that adopts Partial Least Square (PLS). The hypothesis that has been formulated, then in this study is the analysis of inferential statistical data. Inferential statistics, (inductive statistics or probability statistics, are statistical techniques used to analyze sample data and the results are applied to the population, Sugiyono (2013). Then measured using the SmartPLS (Partial Least Square) software starting from testing the hypothesis.

4. RESULT AND DISCUSSION

Outlier Model Results

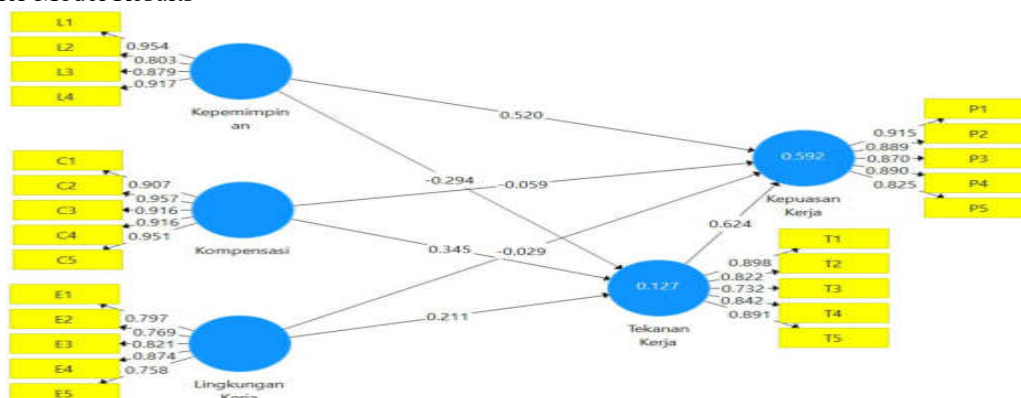


Figure 1. Outlier Model Results

Direct Influence

Table 1. Results of Partial PATH Coefficient (Direct Effect) Test

	T Statistics (O/STDEV)	P Values
Leadership -> Job Satisfaction	6.493	0.000
Leadership -> Work Pressure	2,883	0.004
Compensation -> Job Satisfaction	0.882	0.378
Compensation -> Working Pressure	3.427	0.001
Work Environment -> Job Satisfaction	0.353	0.724

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Work Environment -> Work Pressure	1,949	0.052
Job Pressure -> Job Satisfaction	11,500	0.000

Indirect Influence

Table 2. Indirect Effect Test Results (Fulmediation)

	T Statistics (O/STDEV)	P Values
Leadership -> Job Pressure -> Job Satisfaction	2,627	0.009
Compensation -> Job Pressure -> Job Satisfaction	3,242	0.001
Work Environment -> Job Pressure -> Job Satisfaction	1,928	0.054

The Effect of Leadership on Work Pressure

Leadership has a significant effect on the latent variable of Work Pressure with a significance value of 0.004 and a t statistic of 2.883. This means that the influence of the latent variable of leadership on the latent variable of work pressure is significant. The results of this study indicate that good leadership can reduce employee work pressure. The results of this study are in line with the results of previous studies which state that leadership affects work pressure [18] [19] [20]. Task behavior is the giving of instructions by the leader to subordinates including certain explanations, what to do, when, and how to do it, as well as monitoring them closely. Relationship behavior is an invitation conveyed by the leader through two-way communication which includes listening and involving subordinates in problem-solving. Maturity is the ability and willingness of subordinates to be responsible for the implementation of the tasks assigned to them. Of the three factors, the maturity level of subordinates is the most dominant factor. Therefore, the main emphasis of this theory lies in the leader's behavior toward subordinates.

Effect of Compensation on Work Pressure

The direct effect of the latent variable Compensation is having a significant impact on the latent variable of Working Pressure with a significance value of 0.001 and a t statistic of 3,427. This shows that the effect of the compensation latent variable on the work pressure latent variable is significant. The results of this study are in line with the results of previous studies which state that compensation has a significant effect on work pressure [21] [22] [23]. The provision of an effective compensation system can help companies to maintain employees comfortably and avoid the risk of work pressure so that they perform well because human resource management is very important for the company. The better compensation provided by the company will be able to reduce the work pressure on employees.

Effect of Work Environment on Work Pressure

The direct effect of the latent variable of the work environment has no significant effect on the latent variable of Work Pressure with a significance value of 0.052 and a t statistic of 1.949. This shows that the effect of the work environment latent variable on the work pressure latent variable is not significant. This means that the better or worse the work environment, it does not have a significant impact on changes in work pressure in the company. The results of this study are in line with the results of previous studies which state that the work environment has no significant effect on work pressure [24] [25] [26].

The Effect of Work Pressure on Job Satisfaction

The direct effect of the latent variable of work pressure is having a significant impact on the latent variable of Job Satisfaction with a significance value of 0.000 and a t statistic of 11.500. This shows that the effect of the latent variable work pressure on the latent variable job satisfaction is significant. This means that the higher the work pressure, the greater the impact on changes in job

satisfaction in the company. The results of this study are not in line with the results of previous studies which stated that work pressure had no significant effect on job satisfaction.

The Effect of Leadership on Job Satisfaction

The direct influence of the latent variable of leadership has a significant effect on the latent variable of Job Satisfaction with a significance value of 0.000 and a t statistic of 6.493. This shows that the influence of the latent variable of leadership on the latent variable of job satisfaction is significant. This means that the better the leadership, the higher job satisfaction in the company. The results of this study are in line with the results of previous studies which state that leadership has a significant effect on job satisfaction [27] [28] [29].

Good superior leadership and subordinate-oriented are better able to develop discipline awareness in employees. Subordinate-oriented leadership is to place employees as the main factor, namely as human beings who have dignity, image, and intention like himself. In leadership, they always work hand in hand, work together, respect and appreciate each other, can provide examples, always provide motivation and guidance, carry out corrective supervision, and can communicate and place themselves among employees without losing their authority as a leader. With this attention and cooperation, any orders given will be felt as an invitation, not just an order.

Effect of Compensation on Job Satisfaction

The direct influence of the latent variable of compensation affects the latent variable of Job Satisfaction, but the effect is not significant on the latent variable of Job Satisfaction with a significance value of 0.378 and a t statistic of 0.882. The results of this study are in line with the results of research conducted by [13] [7] [30] which states that compensation affects job satisfaction. The implications of the findings in this study indicate that the latent variable compensation has an effect on the latent variable job satisfaction, but the effect is not significant. This is because of the level of compensation and employee benefits of PT. BKI Batam has met the expectations of employees so that current demands for increased compensation and benefits are not the main factor that makes employees of PT. BKI Batam is satisfied, but employees pay more attention to other factors such as leadership, which can create a more comfortable, professional work atmosphere and have a high level of concern for employees, so it can be said that employees of PT. BKI Batam currently prioritizes the fulfillment of psychological satisfaction rather than material satisfaction. The results of this study have differences from the statement [31] which states that the compensation given and received by the employee/employee is very influential on the level of job satisfaction and work motivation, as well as work results. Employee work motivation is also much influenced by whether or not the minimum life needs of employees and their families are fulfilled.

The Effect of Work Environment on Job Satisfaction

The direct effect of the latent variable of work environment has no significant effect on the latent variable of job satisfaction with a significance value of 0.724 and a t statistic of 0.353. This shows that the effect of the latent variable work environment (link) on the latent variable job satisfaction is not significant. The results of this study are not in line with the results of previous studies which state that the work environment has a significant effect on job satisfaction [32] [1] [33]. This can be interpreted that when the environment is getting better, it is not as long as it can increase employee job satisfaction.

The Effect of Leadership on Job Satisfaction through Work Pressure Variables

Based on the results of testing the data presented in table 4.6, it can be seen that the indirect influence of the latent variable of leadership has a significant effect on the latent variable of job satisfaction through the variable work pressure as an intervening variable with a significance value of 0.009 and a t statistic of 2.627. This shows that the indirect effect of the latent variable of leadership on the latent variable of job satisfaction through the variable of work pressure as the intervening variable is significant. The results of this study are in line with the results of previous studies which

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state that work pressure has a role in mediating leadership on job satisfaction [34] [35] [36]. This means that better leadership will increase job satisfaction in the company indirectly through employee work pressure in the company.

The Effect of Compensation on Job Satisfaction through Work Pressure Variables

The indirect effect of the latent variable Compensation has a significant effect on the latent variable of Job Satisfaction through the Work Pressure variable as an intervening variable with a significance value of 0.001 and a t statistic of 3.242. This shows that the indirect influence of the latent variable of leadership on the latent variable of job satisfaction (satisfied) through the variable of work pressure as the intervening variable is significant. This means that better compensation will increase job satisfaction in the company indirectly through the work pressure of employees in the company. The results of this study are in line with the results of previous studies which state that work pressure has a role in mediating compensation on job satisfaction [37] [38] [39].

The Effect of Work Environment on Job Satisfaction through Work Pressure Variables

The indirect effect of the latent variable of the work environment has no significant effect on the latent variable of job satisfaction through the work pressure variable as an intervening variable with a significance value of 0.009 and a t statistic of 2.627. This shows that the indirect effect of the latent variable of leadership on the latent variable of job satisfaction through the variable of work pressure as the intervening variable is significant. This means that the better the work environment, the more job satisfaction in the company will increase indirectly through the work pressure of employees in the company. The results of this study are in line with the results of previous studies which state that work pressure has a role in mediating the work environment on job satisfaction [40] [41] [42].

5. CONCLUSION

Based on the object of research that there is a gap between theory and empirical facts, and a framework of thinking is developed based on existing theories, then an operational definition of variables is drawn up. The questionnaires were responded to by the employees' respondents and processed with the SmartPLS Version 3 statistical program for the Normality test, CFA, and the influence test with SEM based on the assumptions in the Structural Equation Modeling (SEM) to test the feasibility of the model, the results of this study can be concluded as follows: leadership has a significant effect on work pressure, compensation has a significant effect on work pressure, the work environment has no significant effect on work pressure, work pressure has a significant effect on job satisfaction, leadership has a significant effect on job satisfaction, compensation has no significant effect on job satisfaction, the work environment has no significant effect on job satisfaction, leadership has a significant effect on job satisfaction through work pressure as an intervening variable, compensation has a significant effect on job satisfaction through work pressure as an intervening variable and the work environment has no significant effect on job satisfaction through work pressure as an intervening variable.

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