



The Effect of Leadership, Compensation and Workload on Work Satisfaction of Contract Employees in the Rectorate of University of Mataram

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Abstract

This study aims to analyze and determine the significance of the influence of leadership, compensation, and workload variables on the work satisfaction of contract employees in the rectorate environment of the University of Mataram. The type of research used is quantitative research with associative-causal method. The population in this study were all contract employees who worked in the administration section of the rectorate of the University of Mataram. The number of samples in this study was 82 people, where the determination of the sample was by using the census technique. The data collection tool used is a questionnaire. Analysis of the research data using multiple linear regression analysis with SPSS IBM Version 26 application. The results showed that leadership and compensation had a positive and significant effect on work satisfaction of contract employees, while workload had a positive but not significant effect on work satisfaction.

Keywords: *Leadership; Compensation; Workload; Work Satisfaction*

Introduction

Work satisfaction is a pleasant condition for employees to view their work which reflects the employee's feelings towards his job (Handoko, 2010). If organization wants to be able to compete competitively, it is necessary to pay attention to the extent to which its employees are satisfied with the work they have done so far. Many factors affect employee work satisfaction, including leadership, compensation and workload (Hasibuan, 2013; and Hartatik, 2014).

Leadership is a process of influencing people to understand and agree with what needs to be done effectively and a process to facilitate individuals and collectives to achieve common goals (Yukl, 2010). The role of leadership is very strategic and important for achieving the vision, mission and goals of an organization, is one of the motives that encourage people to always investigate the intricacies associated with leadership. The leader's task in managing employees is about how efforts might be made to increase employee work satisfaction. To increase work satisfaction, it is necessary to have things that make performance more enthusiastic in carrying out the vision and mission of the organization.

The inconsistency of the results of previous studies became the basis for conducting research on leadership, compensation, and workload on work satisfaction. Riana et al (2015), Hariansyah (2014), and Rusmanto (2014) stated in their research that leadership has a positive and significant effect on work satisfaction. Suparman et al (2013) in their research also concluded that leadership has a positive, very big and significant effect on work satisfaction. The results of this study are supported by research by Arianto (2018) and Waruwu (2018) which also state that leadership has a positive and significant influence on employees' work satisfaction. This means that the better the leadership in an organization, the higher the level of employee satisfaction. However, Hidayat (2013) stated that leadership has no significant positive effect on work satisfaction. This statement is supported by Dewi's research (2017) which states that leadership has a negative effect on employees' work satisfaction.

The second factor studied is compensation. Compensation is all forms of money, goods, directly or indirectly, given by certain organizations to employees as a form of remuneration provided by employees to their organization (Hasibuan, 2010). Compensation given to employees is very important because the size of the compensation given affects employees' satisfaction.

Research by Agathanisa and Prasetio (2018) and Septerina and Irawati (2018) states that compensation has a significant effect on employees' work satisfaction. In addition, research by Dwijayanti and Dewi (2015) shows that compensation has a positive effect on work satisfaction. Other studies that support these results are the research of Fikri et al (2018), Handoko and Rambe (2018), Rasyid and Tanjung (2020), Veriyani and Prasetio (2018), and Rahayu and Pramularso (2019), each of which states that compensation has a positive and significant effect on work satisfaction. This means that compensation can provide more motivation, a sense of pleasure, and a sense of fairness which in turn affects work satisfaction. However, Rusmanto (2014) and Harahap and Khair (2019) stated in their research that compensation has no significant effect on work satisfaction.

The third factor studied is workload. Workload is the amount of work that must be borne by a certain position/organizational unit (Permendagri, 2008). In giving the workload, it can be in the form of physical workloads whose types of work use more physical activity and mental workloads where the work done uses more psychological activities, thinking and analyzing. The existence of the right workload carried out by employees can provide work satisfaction, because their presence and involvement in the organization gives meaning even more so if the results of their work receive organizational recognition.

Research by Safitri (2019), Mahendrawan, Yo & Surya (2015) shows the results that workload has a negative effect on work satisfaction. This means that the higher the workload, the lower the employee's work satisfaction. Meanwhile, research conducted by Mahendrawan et al (2015), Malino (2020), and Thalo (2019) stated that workload has a positive effect on work satisfaction. Then Gozali's research (2016) found that workload had no significant effect on work satisfaction. With these different empirical findings, researchers are interested in conducting a more in-depth study.

Literature Review

Work satisfaction

According to Hasibuan (2007:202), work satisfaction is an employee's emotional state to determine whether or not he feels happy about his job. According to Robbins (2007) work satisfaction is a general attitude towards one's work that shows the difference between the number of awards received and the amount they believe should be received, while according to Gibson, Ivancevich and Donnelly (2003:105) work satisfaction is an attitude that individuals have about their work resulting from their

perception of their work based on various factors such as supervisor style, policies and procedures, work group affiliation, working conditions and benefits.

Employees of an organization who experience satisfaction or dissatisfaction at work will have an influence on their attitudes and behavior so that whether employees are satisfied or not will have consequences for the organization.

Relationship between Leadership and Work Satisfaction

Yukl (2001) defines leadership as the process of influencing others to understand and agree with what needs to be done and how it is done effectively and the process of facilitating individual and collective efforts to achieve common goals. Hasibuan (2012) states that leadership is someone who uses his duties and authority, which is directed to his subordinates to do work in achieving organizational goals. Sulistiyani (2008) says that leadership can run smoothly and successfully in initiating the group needs to be supported by the ability of the leader as the main capital that comes from within a leader himself which is an intrinsic factor in the form of ability, capability, and personality.

Organizations need leaders who can be role models within the organization who are able to become the driving force of organizational change, so that the individual change process can run well to achieve organizational goals (Imam, 2012). To create work satisfaction, employees who have high performance also need a big role from organizational leaders, as in organizational change, both planned and unplanned, the most important aspect is individual change (Umar, 2005).

Abbas and Yaqoob (2009) in their research conclude that leadership has a positive influence on employees' work satisfaction. Not different from the results of researches of Made Suprpta et al (2015) and Hariyansyah (2014) which also found that leadership has an effect on employee work satisfaction.

Relationship Between Compensation and Work Satisfaction

According to Hasibuan (2010), compensation is all forms of money, goods directly or indirectly given by certain companies to employees as a form of remuneration provided by employees to the organization. Meanwhile, according to Handoko (2010), compensation is everything that employees receive as a form of remuneration to their organization. According to Panggabean (2002), compensation is defined as various forms of awards given by organizations to employees as a form of remuneration for their contributions to the organization.

The purpose of providing compensation (retribution) is, among others, as a bond of cooperation, work satisfaction, effective procurement, motivation, employee stability, discipline and the influence of labor unions and the government (Hasibuan, 2005). Work satisfaction is a general attitude towards one's work, which shows the difference between the number of awards workers receive and the amount they believe they should receive (Robbins, 2007). Meanwhile, Vecchio (Wibowo, 2013) states that work satisfaction is a person's thoughts, feelings and actions that are a person's attitude towards work. This theory is in accordance with research by Nugroho and Kunartinah (2012) which states that compensation has a positive and significant effect on work satisfaction.

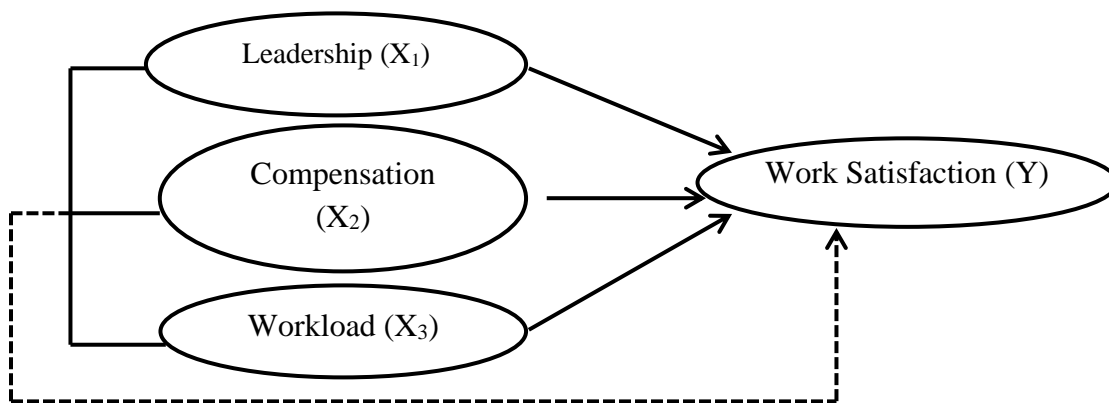
Relationship Bbetween Workload and Work Satisfaction

According to Permendagri (2008), workload is the amount of work that must be carried out by a certain position/organizational unit. In giving the workload to employees, it needs to be done properly so that work satisfaction can be obtained. Workload has an effect on work satisfaction where the higher the

workload, the greater the employee's job dissatisfaction, while the lower the workload, the higher the employee satisfaction.

While Webster in Lysaght et al (1989) suggests that workload as (a) the amount of work or working time expected from/given to workers and (b) the total number of jobs that must be completed by a department or group of workers in a certain period of time. Robbins (2007) states that the positive or negative assessment of the workload received by employees is a matter of employee perception in assessing a job they receive. The workload carried out by workers in excess or too little has a negative impact. Excess workload can cause physical fatigue while too little workload causes boredom due to the monotony of work so that employees become less attentive to their workload.

Conceptual Framework



Notes:



Partial influence



Simultaneous influence

Methods

The type of research in this study is quantitative research with associative-causal method. This study aims to determine how the influence and relationship of each variable studied, namely leadership, compensation, and workload on work satisfaction, so that the associative-causal method is an appropriate method. In this study, the population is all contract employees who handle work in the administrative field at the rectorate of the University of Mataram. The sampling technique used is census, so the sample is all members of the population, namely 82 people.

The type of data of this research is quantitative data. Sources of data used in this study are primary data and secondary data. Data collection techniques are questionnaires and documentation. The data collection tool used is a questionnaire. Data analysis used in this study is multiple linear regression techniques through the SPSS application.

Characteristics of Respondents

This respondent's description analysis aims to obtain characteristic data on 82 research samples, including gender, age, and occupation as shown on the table below.

Table 1. Characteristics of Respondents

Variable	Description	Sum	%
Gender	Male	48	58.54
	Female	34	41.46
Age of Respondents	20-25 year	8	9.76
	26-30 year	27	32.92
	31-35 year	24	29.27
	36-40 year	15	18.29
	≥41 year	8	9.76
Marital Status	Married	58	70.73
	Single	24	29.27
Education	Highschool	24	29.26
	Diploma	5	6.10
	Bachelor's degree	46	56.10
	Master's degree	7	8.54
Years of Work	1-4 years	25	30.49
	5-9 years	27	32.93
	10 years	6	7.32
	≥10 years	24	29.26

Results and Discussion

In order to assess the reliability of the scales, the value of Cronbach's alpha was utilized and the results are displayed on Table 2 below. According to Ghozali (2018), the reliability test is a tool used to measure a questionnaire which is an indicator of a variable or construct. The variable is said to be reliable if it gives a Cronbach Alpha (α) 0.70 (value is greater than or equal to 0.70).

Table 2. Descriptive Statistic and Reliabilities

Mean		Cronbach's Alpha
Leadership (10 items)	4.12	0,885
Compensation (9 items)	3.38	0,884
Workload (6 items)	3.78	0,650
Work Satisfaction (8 items)	3.90	0,795

In term of the scales' validity, it was evaluated by t count value. The result is displayed on Table 2 where all item-total correlation coefficients surpassed the 5 table value of .217 and statistically significant at $p \leq 0.01$. The scales were therefore reliable and valid.

Table 2. Summary of Item-total correlation

Variables	Statement	Items	r count
Leadership	Fairness in assigning tasks (no discrimination)	X1.1	0.671
	The suitability of the tasks assigned to the position	X1.2	0.667
	Kindness and politeness in giving direction	X1.3	0.686
	Kindness and politeness in giving orders	X1.4	0.817
	Compatibility of salary and incentives with employee performance	X1.5	0.502
	Giving work motivation to subordinates	X1.6	0.823
	Giving work spirit to subordinates	X1.7	0.784
	Goodness in providing assistance to subordinates	X1.8	0.822
	Goodness in supervising the work of subordinates	X1.9	0.581
	Goodness in providing input to subordinates	X1.10	0.813
Compensation	Compatibility of salary with workload	X2.1	0.791
	Compatibility of salary with volume/number of work	X2.2	0.863
	The suitability of the amount of allowances with the number of jobs	X2.3	0.700
	Compatibility of the amount of incentives with performance	X2.4	0.723
	Compatibility of salary with cost of living	X2.5	0.849
	Compatibility of allowance with cost of living	X2.6	0.830
	Compatibility of the amount of incentives (remoneration) with the cost of living	X2.7	0.860
	Convenience of work with the current work situation	X2.8	0.360
	Work comfort with the facilities available	X2.9	0.365
Workload	Conformity of work volume/frequency of work with position	X3.1	0.651
	The amount of responsibility and the type of work with the ability of the employee	X3.2	0.669
	The level of difficulty in completing the job	X3.3	0.726
	Speed of time needed to complete the job	X3.4	0.635
	Sufficient deadlines to complete the work	X3.5	0.588
	Demands for completion of tasks by the leader/supervisor	X3.6	0.408
Work Satisfaction	Satisfaction/pleasure of accepting job responsibilities	Y1.1	0.567
	Satisfaction with the amount of salary received with responsibility	Y1.2	0.654
	Satisfaction with incentives/bonuses is linked to performance	Y1.3	0.727
	Satisfaction with working with colleagues	Y1.4	0.680
	Satisfaction with co-workers' attention	Y1.5	0.335
	Satisfaction with career development opportunities	Y1.6	0.667
	Satisfaction with supervisor/leader supervision	Y1.7	0.751
	Satisfaction with the facilities in carrying out tasks	Y1.8	0.746

* Correlation is significant at the 0.01 level (2-tailed).

For the purpose of analysis and hypothesis testing, the authors used regression analysis by utilising SPSS 26. As a result, a regression model was developed and displayed on table 3. The table demonstrates that leadership and compensation has a significant effect on work satisfaction. On the other hand, workload shows an insignificant positive effect on work satisfaction.

Table 3. Regression Analysis

Variable	β	t-value	Sig	Conclusion
Leadership	0.481	5.752	0.000	Ho (not supported) H1 (supported)
Compensation	0.400	5.621	0.020	Ho (not supported) H2 (supported)
Work Load	0.130	1.691	0.095	Ho (supported) H3 (not supported)

$F = 50.365$; $p = .000$; $R = .812$; $R^2 = .660$; *Std error of the estimate = 2.25045*

Based on information above, it can also be seen that the value of R Square (R^2) is 0.660 or 66.0%. This means that the work satisfaction variable is influenced by the leadership, compensation, and workload variables by 66%, while the remaining 34% is influenced by other variables not discussed in this study. In addition, a significance value of 0.000 is obtained which is less than 0.05, so it can be concluded that the variables X_1 (leadership), X_2 (compensation) and X_3 (workload) simultaneously affect the work satisfaction of the contract employees of Mataram university rectorate (Y). Table 3 also displays the effect of each independent variable on work satisfaction. It indicates that the regression model possesses statistically significant F-test scores. We are therefore confident that the model holds good explanatory power.

The results showed that the regression coefficient value of the leadership variable was 0.391 and the significance value was 0.000. This value indicates that leadership has a positive, large and significant influence on work satisfaction. This means that the better the leadership, the greater the level of work satisfaction of contract employees. The results of this study are strengthened by several previous studies conducted by Suparman et al. (2013), Waruwu (2018), Arianto (2018), Suprpta et al. (2015), Hariyansyah (2014), and Agathanisa and Prasetio (2018), each of which got the same results, namely leadership has a positive and significant effect on work satisfaction. However, the results of this study contradict the results of Dewi's research (2017) which shows that leadership has a negative effect on work satisfaction. In addition, Marwan et al (2014) also found results that not all types of leadership have a significant influence on employee work satisfaction.

The table 3 above also showed that the regression coefficient of the compensation variable was 0.270 and the significance value was 0.000. This value indicates that compensation has a positive, large and significant effect on work satisfaction. This means that the greater the compensation received by contract employees, the greater the level of work satisfaction. This result is strengthened by several previous studies such as research by Agathanisa and Prasetio (2018), Veriyani and Prasetio (2018), Handoko and Rambe (2018), Fikri et al (2018), Rahayu and Pramularso (2019), Septerina and Irawati (2018), and Rodhi et al (2017) which states that compensation has a positive and significant effect on employee work satisfaction. In addition, other research by Rasyid and Tanjung (2020) also shows that partially compensation has a positive effect on work satisfaction. However, the results of this study contradict the research conducted by Harahap and Khair (2019) which showed the opposite result, namely the effect of compensation on work satisfaction was not significant.

On the other hand, it can be seen from table 3 that the regression coefficient value of the workload variable is 0.220 and the significance value is 0.095. This value indicates that the workload has a positive, small and insignificant effect on work satisfaction. This means that the amount of workload given to contract employees does not have a major influence on the level of work satisfaction. These results are reinforced by previous research conducted by Himawati (2016), Sartika et al (2020), and Talo (2019) where in their research it was concluded that workload had a positive effect on work satisfaction. However, the results of this study contradict the research of Ghozali (2016) which states that workload has no effect on work satisfaction. In addition, other research conducted by Yo and Surya (2015) and

Mahendrawan (2015) also showed the opposite result which stated that workload had a negative effect on work satisfaction.

Conclusions

From the results and discussion above, we can conclude that leadership and compensation has a positive and significant influence on the work satisfaction of contract employees in the rectorate of the University of Mataram, meaning that the better the leadership or the higher the compensation, the higher the level of employees' work satisfaction. However, workload has an insignificant positive effect on work satisfaction of contract employees. This is caused by the respondent's assumption that most of the work assigned to contract employees is relatively easy so that the addition or reduction of workload does not have a significant impact on work satisfaction. Nevertheless, leadership, compensation, and workload simultaneously have a positive and significant effect on work satisfaction of the employees. And out of the three independent variables in this study, the most influential variable on the work satisfaction of contract employees is the leadership variable. This means that good leadership can have a significant impact in increasing the level of employee work satisfaction.

The findings in this study can be a reference for future researchers who are interested in researching employee work satisfaction. The level of work satisfaction shown by employees is influenced by leadership, compensation, and workload, where the results of this study prove previous research which shows that there is a positive and significant influence on leadership and compensation variables on employee work satisfaction. Another finding from this study shows that the workload variable also has a positive but not insignificant effect on employee work satisfaction. This finding enriches the results of previous studies as well as proves previous research which states that workload has a positive effect on work satisfaction.

However, this research is specifically conducted on the effect of leadership, compensation, and workload on contract employees at the rectorate of the University of Mataram only, so the number of respondents is relatively small. Also, this study does not specifically discuss what leadership styles are used as indicators of research variables. Therefore, it is necessary to conduct a more in-depth study of leadership variables that are more specific and with a wider range of respondents. In addition, in this study, researchers only used three variables, further research is still needed with different models so that they can provide a more accurate explanation of employee work satisfaction.

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