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AND THE 4<sup>th</sup> INTERNATIONAL CONFERENCE  
ON BUSINESS AND BANKING INNOVATIONS**

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# The 4<sup>th</sup> ICOBBI

*The Strategy of Digital in Business  
for Gaining Competitive Advantages after Pandemic*



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“The Strategy of Digitalization in Business for Gaining Competitive  
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## FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4<sup>th</sup> International Conference on Business and Banking Innovations (ICOBBI) with the topic “The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic”. This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4<sup>th</sup> International Conference on Business and Banking Innovations was held on 29<sup>th</sup> January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Elisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

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Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program  
Universitas Hayam Wuruk Perbanas

**Prof. Dr. Tatik Suryani, M.M.**



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# THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT, COMPENSATION ON JOB SATISFACTION AT PT PLN (PERSERO) SIKKA REGENCY

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## ABSTRACT

This study aims to examine the effect of leadership style, work environment and compensation on job satisfaction. The sample of this research are permanent employees of PT PLN Persero in Sikka Regency and have worked for at least 3 years. The number of samples taken is 100 respondents. The sampling technique used is purposive sampling. In this study the data used include primary data through research research with questionnaire data. data processing in this study using SPSS software (Statistical Packages for Social Science)

**Keywords:** *Leadership Style, work Environment, Compesation, Job Satisfaction.*

## 1. INTRODUCTION

Human resources are the most important assets in an organization, both large and small organizations, because they are a source that moves and directs the organization and maintains and develops the organization in various demands. Human resources are also a very important concern so that companies can survive in competition between companies, both domestic and foreign companies. Employees can also be referred to as the main heart of the company because the company's activities are carried out by employees, therefore the success or failure or achievement of the company's vision and mission and its goals are determined by employees so that when employees carry out their duties employees feel happy and satisfied.

Munasip (2019) employees who work with a high level of satisfaction will view their work as a pleasant thing. Vice versa, employees with low levels of satisfaction will view their work as boring work so that in doing their work, the employee will feel forced (Munasip, 2019). Pangestu et al (2017) suggested "that the important factors that drive job satisfaction are mentally challenging jobs, appropriate rewards,

supportive working conditions and co-workers which supports". Hasibuan (2016) states that the factors that measure job satisfaction are fair and proper remuneration, appropriate placement according to expertise, light weight of work, work atmosphere and environment, leadership attitude in leadership, and the nature of monotonous workers or not.

In creating job satisfaction for the company, the leadership style possessed by the leader is also one of the factors of job satisfaction. Pawirosumarto et al (2017) Leadership Style is a behavioral norm that is used by a person when that person tries to influence the behavior of others. In leadership style there are also several types, one of which is the transformational leadership style which means that transformational leaders encourage change. They enter the organization to turn things around, return a profit, or improve the culture. Alternatively, a transformational leader may have a vision for what customers, stakeholders, or constituents may need in the future and work towards achieving that goal.

The role of the leader is also very important in encouraging employees to feel satisfied at work, both in terms of attitudes, ways of making decisions and the actions of a leader who plays an important role in this regard, so that it becomes a benchmark as an action that is able to motivate employees in carrying out work activities that are optimal. later can make employees feel satisfied at work.

The next factor that affects job satisfaction is the work environment. The work environment is an atmosphere where employees carry out activities every day. In addition, creating a comfortable environment can make employees more focused at work. Once fulfilled, the company's goals will be more easily achieved. Humans will try to be able to adapt to the environmental conditions around them. Likewise when working, humans cannot be separated from the various circumstances around where they work, namely the work environment. Therefore, companies must be able to create a work environment that has a positive impact on employee work activities because employees are one of the most important assets for a company. If the company is able to create a conducive work environment, job satisfaction can be maintained because then the company still pays attention to the needs of employees in order to work well (Munasip, 2019).

Job satisfaction can not be separated by compensation which is often an expectation for employees, an accurate picture of this relationship is that compensation can lead to high job satisfaction, job satisfaction will be high if the desires and needs of employees at work are fulfilled then work compensation will be realized properly. Compensation is influenced by several factors, namely Employer Employment and Demand, Company Ability and Willingness, Labor Unions / Employee Organizations, Employee Work Productivity, Government by Law and Presidential Decree, Cost of Living, Employee Position, Education and Work Experience, National Economic Conditions , and Type and Nature of Work (Munasip, 2019).

PT PLN (PERSERO) is a State-Owned Enterprise (BUMN) which has the task of supplying and distributing electricity to the community. The distribution of electricity carried out by PT PLN (Persero) is not only for household needs but also for the needs of small-scale to large-scale industries. Therefore, PT PLN (Persero) always strives to improve the capabilities of its human resources so that it can support the vision and mission as well as the company's goals and objectives can be achieved. In managing human resources with the aim of producing reliable human resources in their fields, it is also necessary to increase job satisfaction. To increase job satisfaction is

also influenced by leadership style, work environment and compensation.

## 2. LITERATUR RIVEW

### 2.1 Job Satisfaction

Hasibuan (2017) Job satisfaction is an emotional attitude that is pleasant and loves his job. Job satisfaction is basically something that is individual, because each individual has a different level of satisfaction according to the value system that applies to him. Employees who have a good level of job satisfaction tend to be more creative and innovative when working so that they can help the company achieve its goals. Many factors affect employee job satisfaction. The factors themselves in their role in providing satisfaction to employees depend on the personality of each employee. The factors that influence job satisfaction according to (Mangkunegara, 2017) are as follows: 1) employee factors, namely IQ intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of working. thinking, perception, and work attitude 2) job factors, namely type of work, organizational structure, rank (class), position, quality of supervisor, financial security, opportunity for promotion, social interaction, and work relations. The higher the aspect of work that is in accordance with individual desires, the higher the level of satisfaction that can be felt.

As a basis for developing the theory of job satisfaction, many developed from the theory of A. Maslow and F. Herzberg. Wexley and Yukl (2003), stated that one of the theories about job satisfaction is the Two-Factor Theory; This theory was first put forward by Frederick Herzberg (1959). According to this theory, job characteristics can be grouped into two categories, one is called "dissatisfier" or "hygiene factors" and the other is called "satisfier" or "motivator". satisfaction factors including these factors are the driving factors for achievement and work spirit, among others, achievement, recognition, work itself, responsibility, and advancement. The motivating factor is said to be a satisfying factor because it can provide one's job satisfaction and can also improve the performance of workers, but this factor cannot cause dissatisfaction if it is not fulfilled. The dissatisfaction factor is also known as the Hygiene factor. Maintenance is a factor that originates from job dissatisfaction. These factors include company policy and administration, supervision, salary, interpersonal relations, working conditions, job security, and job status (job status).

## 2.2 Leadership style

Leadership style is a method used by a leader to influence the behavior of others (Pawirosumarto et al, 2017). Leadership style is a behavioral norm that a person uses when that person tries to influence the behavior of others. Each leader has a different pattern for fostering, stimulating and directing which he has is also different from each leader. The leadership style also consists of various types, one of which is the transformational leadership style which means that transformational leaders encourage change. They enter the organization to turn things around, return a profit, or improve the culture. Alternatively, a transformational leader may have a vision for what customers, stakeholders, or constituents may need in the future and work towards achieving that goal. They are future-focused change agents. Anis Eliyana (2019), transformational leaders stimulate subordinates to create perceptions of leadership with new perspectives because there is intellectual stimulation. Leaders are able to create perceptions as individuals who can support and care for subordinates with individual considerations, through inspirational motivation and charisma. In the research of Yusuf Handoko Wicaksono and Ruseno Arjanggi (2020) there are several aspects in measuring transformational leadership style, namely: (1) charismatic leadership, (2) Inspirational leadership, (3) belief, (4) Intellectual Stimulation (5) Individualized Consideration.

## 2.3 Job Environment

Afandi (2018) The work environment is everything that is around employees and can affect the performance of the tasks assigned to them, for example with the presence of air conditioning, adequate lighting and so on. The work environment in a company is very important to note. The work environment is an atmosphere where employees carry out activities every day. The motivating factor in carrying out an activity is the work environment. It is the work environment that can be interpreted as a driving factor in a person's behavior to carry out tasks in their activities.

According to (Afandi, 2018), the factors that affect the work environment:

1. Physical environmental factors, including work space plans, work designs, working environment conditions, visual privacy levels, and acoustical privacy.
2. Psychological environmental factors, including excessive work, poor supervisory systems, frustration, changes in all forms, and interpersonal and inter-group disputes.

## 2.4 Compesation

Hasibuan (2016) compensation is income in the form of money, goods directly, or indirectly received by employees in return for services provided. An employee works with the aim of living his life. An employee when at work has shown good performance in his work, then the company rewards the employee's performance by providing compensation. Therefore, in determining a policy of giving rewards, there are factors that must be considered in addition to the number factor. According to Hasibuan (2016), that the factors that affect compensation are as follows: 1) Employers and demand for labor 2) Ability and willingness of the company 3) Labor Unions / Employee Organizations 4) Employee Work Productivity 5) Government with laws and regulations Presidential Decree 6) Cost of Living 7) Employee Position 8) Education and Work Experience 9) National Economic Condition 10) Type and Nature of Work.

## 2.5 The effect of Leadership style on job satisfaction

Leader behavior is one of the important factors that can affect job satisfaction. When a leader in carrying out leadership behaves arbitrarily it will affect the level of employee satisfaction, it causes the level of productivity to decrease. Leaders with transformational leadership styles always provide motivation and work encouragement to their employees to be able to maximize the work and tasks that have been given. Transformational leaders create major changes, both within themselves and in organizations. Not only that, transformational leaders also have characteristics that are able to appreciate differences and have a concern that makes their subordinates feel that their leader is a good leader because they care about the problems faced by their subordinates and motivate them. This leader also respects any differences of opinion for a better direction, and invites all members to respect differences and beliefs. With this, employees will feel that they are valued and feel happy in carrying out their duties. Employees who are satisfied will have high motivation at work, if they get assignments from their leaders, they will immediately do it without having to be asked first. In the research of Hendro Tamali and Adi Munasip (2019), Anis Eliyana (2019), Alaa S. Jameel and Abd Rahman Ahmad (2019), Handoko Wicaksono and Ruseno Arjanggi (2020) and Suaharno (2017) and Sri Rustilah (2018) leadership styles positive effect on job satisfaction. Meanwhile, in the research of Prasetyo and Jaloe (2020), leadership has no effect on job satisfaction.



## 2.6 The effect of Job Environment on job satisfaction

The work environment is an atmosphere where employees carry out activities every day. In addition, creating a comfortable environment can make employees more focused at work. Once fulfilled, the company's goals will be more easily achieved. Humans will try to be able to adapt to the environmental conditions around them. Likewise when working, humans cannot be separated from the various circumstances around where they work, namely the work environment. Therefore, companies must be able to create a work environment that has a positive impact on employee work activities because employees are one of the most important assets for a company. If the company is able to create a conducive work environment, job satisfaction can be maintained because then the company still pays attention to the needs of employees in order to work well (Munasip, 2019). In the research of Susita, Dewi et al (2020) Pawirosumartha (2017), Priarso, Muhammad et al (2018) and (Munasip, 2019) say that the work environment has a positive effect on job satisfaction.

## 2.7 The effect of compensation on job satisfaction

In addition, compensation is also income in the form of money, goods directly, or indirectly received by employees as compensation for services rendered. Job satisfaction can not be separated by compensation which is often an expectation for employees, an accurate picture of this relationship is that compensation can lead to high job satisfaction, job satisfaction will be high if the desires and needs of employees at work are met then work compensation will be realized properly. In research Ramli (2018) and Sri Rusilah (2018) say that compensation has a positive effect on job satisfaction while in the research of Hendro Tamali and Adi Munasip (2019) said that compensation has a negative effect on job satisfaction which means that compensation decreases but employee job satisfaction increases, which This is caused by the guidance provided by the leadership in accordance with what is expected by the employee and the leader also gives confidence to the employee, causing employee job satisfaction to increase.

Based on the image framework above, the hypothesis of this study is as follows :

- H1: leadership style has a significant positive effect on job satisfaction of employees of PT PLN (Persero) in Sikka Regency
- H2: work environment has a significant positive effect on job satisfaction of employees of PT PLN (Persero) in Sikka Regency

H3: compensation has a significant effect on job satisfaction of employees of PT PLN (Persero) in Sikka Regency

## 3. MATERIAL AND METHOD

Based on the type, this research is a type of explanatory research, because this research is a study in which the researcher uses data obtained from an observation in order to explain the causal relationship between variables through hypothesis testing (Gumanti, Moeljadi and Utami, 2018:12). Based on the type of data and research methods, this study uses primary data obtained from the results of distributing questionnaires to respondents who have predetermined criteria. Based on the time dimension, this research is a cross-sectional study because the data used are obtained from one research time period.

Population is a generalization of an area consisting of subjects or objects in which the area has characteristics and qualities that have been determined by researchers aiming to study which conclusions can later be drawn. Called the population in this study are employees of PT PLN (Persero) Sikka district. According to (Sugiyono, 2017) the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example, because of limited funds, manpower and time. Then researchers can use samples taken from the population. The sampling technique uses a sampling technique using non-probability sampling, in which the form of sampling is to only provide one opportunity or not the same for each member of the population or elements which are then sampled.

The sampling technique in this research will be done by purposive sampling technique. In this study, the criteria for the sample used for respondents must be:

1. Employees of PT PLN (Persero) sikka district
2. Employees who have worked for at least 3 years

In the questionnaire there will be two types of data in this study:

1. Characteristics of respondents,  
The contents of this questionnaire describe the characteristics of respondents such as age, frequency, transactions, and domicile.
2. Statement items related to research variables,  
This type of questionnaire aims to determine the results of the descriptive description through respondents' responses to the variable statement items in the questionnaire in this study, namely

leadership style, work environment, compensation and job satisfaction.

Existing variables will be measured using a Likert scale (use of attitudes). This study will measure the extent of the influence of leadership style, work environment and compensation on job satisfaction of employees of PT PLN (Persero) Sikka district. While the selection made by the respondent is only allowed one of one of the answers, then the results of the selection of the answer are scored. The measurement of the variables in this study used a five-point Likert scale, which of the statements was scored from 1 = "strongly disagree" to 5 = "strongly agree"

**Validity Test**, Validity is an index that shows the extent to which an instrument is really suitable or appropriate as an indicator of the desired measuring instrument. Based on this understanding, validity relates to a test of the instrument of the desired variable or not. It is said to be valid if the correlation is sig (p-value 0.05) or there is a correlation between the items and the total score. In testing the validity using the Program for Social Science (SPSS) 23.0 for Windows.

**Reliability Test**, Reliability is used to test the consistency of measuring instruments in making measurements. A good measuring instrument (research instrument) if it can be used consistently from time to time. The research instrument can be said to be consistent or reliable, if the indicator value of Cronbach alpha 0.6. In conducting reliability testing using the Program for Social Science (SPSS) 23.0 for Windows.

for the analysis technique using SPSS (Statistical Packages for Social Science) software. Meanwhile, to describe the results of research related to research variables, researchers conducted descriptive analysis by describing or describing research results according to the research variables carried out. The researcher used classical assumption test tools and multiple linear regression as data analysis techniques. The following is an explanation of the data analysis techniques that researchers use, namely:

1. **Descriptive Analysis**, Data analysis was carried out by providing an overview of leadership style, work environment and compensation on employee job satisfaction at PT. PLN (Persero) Sikka Regency Customer Service Unit.
2. **Classical Assumption Test**, Classical assumption test used in this research include normality test, multicollinearity test, autocorrelation test and heteroscedasticity test. The following presentation includes the classic assumption test: (1) **Normality Test**, The normality test is a test technique used to test whether in the regression model, the dependent

variable (job satisfaction) and the independent variable (leadership style, work environment and compensation) have a normal or close to normal distribution which is carried out by graphical analysis (Ahmad Yuliya et al, 2019) . (2) **Multicollinearity Test**, The multicollinearity test is a test technique used to test whether there is a relationship (correlation) between the independent variables (leadership style, work environment, compensation) that are included in the regression model (there is no correlation with the independent variables) (Ahmad Yuliya et al, 2019). (3) **Heteroscedasticity Test**, Heteroscedasticity test is a test technique used to test whether in the regression model there is an inequality of variance and residual (residual) between one observation to another (Ahmad Yuliya et al, 2019)

3. **Multiple Linear Regression Analysis**, Multiple linear regression analysis (Multiple Regression Analysis) is a tool that can be used to predict the effect of several independent variables on one dependent variable. The equation model of Multiple Regression Analysis is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Description:

Y = Job satisfaction

a = Constant

$\beta_1$  = Leadership style regression coefficient

$\beta_2$  = Work Environment Regression Coefficient

$\beta_3$  = compensation coefficient

X1 = leadership style

X2 = Work Environment

X3 = compensation

$\varepsilon$  = Error or error factor

The F or simultaneous test is used to determine whether all independent variables have a simultaneous effect on the dependent variable. The F test is used to determine whether leadership style, work environment and compensation) simultaneously affect employee job satisfaction

The coefficient of determination (R<sup>2</sup>) is used to measure how far the ability of a model to explain the variation of the independent variables (leadership style, work environment, compensation) in influencing the dependent variable (employee job satisfaction). The value of R<sup>2</sup> ranges from 0 to 1, where R<sup>2</sup> = 0 means that it is unable to explain the variation of the independent variables (leadership style, work

environment, compensation) in influencing the dependent variable (employee job satisfaction). Meanwhile,  $R^2 = 1$  means that the independent variables (leadership style, work environment, compensation) are independent (leadership style, work environment, compensation) in influencing the dependent variable (employee job satisfaction).

The t or partial test is used to determine whether there is an effect between the independent variables on the dependent variable partially. T test is used to determine whether leadership style, work environment, compensation partially affect employee job satisfaction.

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