

# LEADERSHIP MODEL BEHAVIOR, ENVIRONMENTAL WORK, WORK LOCATION OF COMPENSATION AND EMPLOYEE SATISFACTION AT PRIVATE UNIVERSITIES IN JAKARTA

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**Abstract:** *This research aims to discuss more in depth about the influence of leadership, working environment and work location to compensation and job satisfaction employee Private Universities in Jakarta. The research was conducted at the Private Universities in Jakarta. Population of research at Private Universities in Jakarta as 325 employees, the total respondents participate as much as 100 employee. The research context is several factors that affect formation conditions expected employee at Private Universities of the leadership, work environment, work location, to influence compensation, and working satisfaction. The analysis used in this research is the regression analysis linear to measure how much the independent variables Leadership, Work Environment and Job Location can explain the dependent variable are Compensation and Job Satisfaction. The processing data with application software Statistical Package for the Social Sciences (SPSS) version 20.0 for Windows. The results of this study indicate that the working environment is the variable most dominant influence on job satisfaction and leadership is the variable most dominant influence on compensation Employee Private Universities in Jakarta*

## INTRODUCTION

In this globalization era universities competition at national and international level increasing tight. They compete to get quality output so as to compete. Various methods are used by universities to get quality output one of them through improving the performance of employees. To improve the performance of employees, leaders need to understand what must be done to create employee satisfaction so as to get maximum output in accordance with the vision and mission of the Private Universities.

In private universities, leadership directly related to the employee within the private universities, which is where the leadership here in the form of services

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have a responsibility to lead in every unit a very important role to help realize the objectives that have been agreed upon, which is set by the president of a private universities.

Compensation granted to employees is very influential on the level of job satisfaction employees crave that their performance will be correlated with the compensation obtained from the private universities. Compensation also have a direct impact on job satisfaction felt by the employees or subordinates.

Job satisfaction is an emotional state that is favorable or unfavorable to which employees view work employee working. Satisfaction reflect one's feelings toward his work, is seen in the positive attitude of employees towards work and everything encountered in the work environment and location of works, then the leader must constantly monitor job satisfaction, because it affects absenteeism, labor turnover, motivation, complaints, and other vital issues. So even on leadership and job satisfaction in private universities.

Private Universities is an institution that has a strategic role and position in the achievement of educational goals at the macro level that needs doing continuous improvement efforts to realize the quality of human resources. Human existence as a very important resource in a college because human resource support through the work, talent, creativity, encouragement, and a real role.

This research is a descriptive cross sectional study to examine the relationship between Leadership, Work Environment and Work Location to Compensation and Job Satisfaction in Private Universities. Higher Education in Jakarta generally study the design of this research can be developed in causal research, so it can be seen the influence between these variables. To achieve the objectives above, there search include the following stages; The first construction employee profile Private Universities in Jakarta, secondly, the construction system impact assessment for the Leadership, Work Environment, Work Location to Compensation and Job Satisfaction of employees in private universities in Jakarta, the third, the construction of models of leadership influences, environmental work, work location to compensation and job satisfaction of employees in Private Universities in Jakarta.

## LITERATURE REVIEW

### Job Satisfaction

In an organization of job dissatisfaction can be demonstrated through a variety of ways, there are 4 different response from each other in two dimensions, namely constructive and active/passive, with an explanations:

1. Exit. Dissatisfaction is shown through behavior directed on leaving the organization, including the search for a new position or resign.

2. Voice. Dissatisfaction is shown through active and constructive efforts to improve the situation, including suggested improvements, discuss superiors, and various forms of union activity.
3. Loyalty. Dissatisfaction shown passively, but optimistic with waiting conditions to improve, including by speaking for the organization and management did the right thing.
4. Neglect. Dissatisfaction is shown through action passively letting the worse the conditions, including chronic delays, reduced effort, and increase the error rate.

Factors that affect job satisfaction are:

1. The opportunity to move forward: In this case whether there is an opportunity to gain experience and capacity for work.
2. Job security: It is often referred to as supporting job satisfaction for both men and women employees. This situation greatly affects the feelings of employees during work.
3. Salary: Salary cause more discontent, and people rarely express his satisfaction with the amount of money earned.
4. The Company and management: Companies and good management is capable of providing the situation and working conditions are stable. This is what determines job satisfaction.
5. Supervision: For employees, supervisors considered a father figure as well as his superior. Poor supervision resulted in absenteeism and turn over. as his superior. Poor supervision resulted in absenteeism and turnover.
6. Intrinsic part of the job: The attributes of the work requires specific skills. Difficult and easy, and pride in the task of improving on reducing satisfaction.
7. Working conditions: Included here is the condition of the place, ventilation, lighting, cafeteria and parking lot.
8. Social aspects in the work: Is one attitude that is difficult but seen as part of that support or are not satisfied in the workplace.
9. Communication: Smooth communication between employees and management is widely used excuse for his liking. In this regard the willingness of the employer to want to hear, understand and acknowledge opinion or work performance of employees was instrumental in creating satisfaction with the job.
10. Facilities: Hospital facilities, leave and retirement, or the housing is a standard position and if it can be fulfilled will lead to a sense of satisfaction.

Employee satisfaction is heavily influenced by the attitude of the leadership in the leadership. Leadership participation gives job satisfaction for employees, because employees are actively involved in giving its opinion to determine company policy. Authoritarian leadership Job Satisfaction is one component that is decisive in carrying out the activities of employees in a company.

Job satisfaction will arise if the needs of employees in the work objectives are met. Job satisfaction is an issue that is quite interesting because it proved to be a great influence for the employees and for the company.

For employee job satisfaction will cause a pleasant feeling in the workplace. While job satisfaction beneficial for the company in an effort to increase production, improvement of attitudes and behavior of employees. lead to employee dissatisfaction. Job satisfaction is a key driver of employee morale, discipline and employee performance in support of the realization of the company's goals.

There are 21 factors related to job satisfaction are autonomy and freedom, career benefits, opportunities to advance, career development opportunities, compensation / salary, communication between employees and management, contribution to the work of the objectives of the organization, feeling safe working environment, flexibility to balance life and labor issues, job security, job-specific training, recognition of employee performance management, job significance, networking opportunities to use abilities or skills, organizational commitment to development, corporate culture as a whole, relations among employees, relationship with immediate supervisor, the work itself, diversity work

There are a number off actors that affect job satisfaction. The main thing store member the most important dimensions namely, salary, job itself, promotion, supervision, working groups and working conditions. 5 job satisfaction influenced the specific dimensions of work, namely the salary, the work itself, promotion opportunities, supervision and co-worker

There are five factors that can affect the incidence of satisfaction, namely:

1. Need fulfillment (fulfillment). This model proposes that the satisfaction of specified levels of job characteristics that allow the opportunity for individuals to meet their needs.
2. Disrepancies (difference). This model states that satisfaction is a result of meeting expectations. Fulfillment of expectations reflect the difference between what is expected and obtained by individuals from employment. If the expectation is larger than what is accepted, people will not be satisfied. Otherwise the individual is expected to be satisfied when they receive benefits above expectations.

3. Value attainment (the value). The idea of value attainment is that satisfaction is the result of the work gives the perception of individual fulfillment the work that matters.
4. Equity (fairness). In this model meant that satisfaction is a function of how individuals are treated fairly in the workplace. Satisfaction is the result of people's perception that a comparison between the work and its input is relatively more profitable than with comparison between input output and other work.
5. Dispositional / genetic component (genetic component). Some coworkers or friends seemed satisfied with the variety of work environments, while others appear to be satisfied. The model is based on the belief that job satisfaction is partly a function of personal characteristics and genetic factors. implying individual differences models is of significant importance to explain job satisfaction as well as the characteristics of the work environment.

Based on several theories on job satisfaction is the result of employee perceptions of how good a job they give the items considered important. For example, if the members of the organization feel that they are working too hard than others in the departments, but receive fewer rewards, then they might have a negative attitude towards work, leadership, and or their coworkers, they are not satisfied. Conversely, if they feel that they are treated well and paid properly, then they will probably have a positive attitude towards their work. And the dimensions of job satisfaction variable is the work environment, supervision, and recognition. The indicator is comfort, work atmosphere, objectivity boss, boss means handle complaints, the guidance given boss, the boss's attention to the job and employer recognition of the work.

Job satisfaction is employee satisfaction at work. Job satisfaction is difficult to define because it is not a state of complacency which remain as it can be influenced and changed forces from both inside and outside of the workplace. (Suwatno and Priansa, Donni June, 2011: 263). There are three commonly accepted dimensions in job satisfaction. *First*, job satisfaction is an emotional response to the employment situation. *Second*, job satisfaction is often determined how well the results achieved meet or exceed expectations. *Third*, job satisfaction represents several related attitudes.

The six dimensions of the work that has been identified to present the most important characteristics of the work where the employee has the affective response. The fifth dimension is (Kaswan. 2011: 284)

1. The job itself.
2. Salary.

3. Chance promotion.
4. Monitoring.
5. Partners
6. Working Conditions

## COMPENSATION

Compensation in the book *Understanding Personal Management*, "Compensation is any form of payment to employees for work they provide Reviews their employer". Compensation is any form of payment given to employees as on work location they give to employers. While the definition of compensation in the book

*Principles of Personal Management*, "Compensation as the adequate and equitable remuneration of personal for objectives Reviews their contribution to organization. Compensation (remuneration) is a provision of fee decent and fair to the employees because they have contributed to the achievement of the organization.

Compensation is all the in come in the form of money, goods, directly or indirectly, as they arrive as are ward for services granted to the company. compensation in the form of money, meaning that the compensation paid by the amount of currency to employees relevant, compensation in kind, meaning that compensation is paid with goods.

For example, the compensation paid 10% of the products produced. West Java rice harvester wages 10% of the rice harvest. Compensation can be divided into two, namely direct compensation (direct compensation) in the form of salaries, wages and wage incentives; indirect compensation (indirect compensation or employee welfare or the welfare of employees).

Salary is the remuneration paid periodically to permanent employees as well as having a definite guarantee. That is, wages will continue to be paid even if the worker is absent from work. Wages are the remuneration paid to daily workers by referring to the agreement agreed to pay.

Incentive pay, is the additional remuneration granted to certain employees whose performance on standard achievement. The incentive pay is a tool used to support the principle of fair compensation. Compensation (remuneration) directly is the right of employees and the duty of the company to pay. Benefit and Service is the additional compensation (financial or non-financial) given based on company policy for all employees in an effort to improve their welfare.

Such as holiday allowances, pensions, uniforms, cafeteria, mosque, sports, and field trips Compensation is something that is received by employees for services

they contribute to the work. They donate what they think is valuable, both power and knowledge. A workers as bearers of goods was donated to his work. To move goods from one place to another they will get rewarded for their work.

Something valuable for employees is the knowledge and skills possessed serve as a basis for demanding their rights as workers. Compensation is contraindicated for use power achievement or services rendered by labor. Compensation is the number of packages offered to workers' organizations as a consideration for the use of its workforce. Judging from the way of administration, compensation is compensation for direct and indirect compensation. Direct compensation is compensation management such as wages and salaries or pay for performance such as incentives and Gain sharing.

Meanwhile, indirect compensation can be either allowance or health and safety guarantees. Compensation may occur without any relation to the achievements, such as wages and salaries. Wages are paid monetary compensation for the time that has been used while salary is compensation in the form of money paid for the release of the responsibility for the work.

Wages used to provide compensation to workers who are less skilled, while for skilled labor is usually used sense salaries. However. Compensation may also be given in the form of incentives, which is cons achievement beyond wages or salary, and have a relationship with the achievement so-called well as pay for performance or payment on achievement.

If wages of salary is given as a counter achievement of the performance standards specified above. Incentives are expected to be the driving factor for improving performance over the standard. In addition to wages, salaries and incentives, workers could be given another stimulus in the form of an award or reward.

The difference between the incentive and reward is an incentive is to give motivation for working further improve performance, the reward workers more passive. On his performance, the boss gives other additional awards to workers.

Other forms of compensation in the form of allowances, which are generally not associated with job performance. More benefits associated with he provision of welfare and the creation of working conditions so that workers become more comfortable and feel to get the attention of superiors the provision of welfare and the creation of working conditions so that workers become more comfortable and feel to get the attention of superiors the provision of welfare and the creation of working conditions so that workers become more comfortable and feel to get the attention of superiors or position in the organization.



Vacation pay, health insurance and retirement plans are examples of benefits. Compensation is a function of human resource management associated with each type of rewards received by individuals for committing organizational tasks.

Compensation is a major cost in running a business for many organizations at the beginning of the 21st century. Compensation is also the main reason why the relationship of individuals seeking employment. This is a relationship that is mutually related. Employees gave power and loyalty to financial and non financial compensation (*salary, benefit, service, proudly*)

Compensation as a whole reward is given to employees as a reward for their work. Compensation consists of financial and nonfinancial.

### **Financial**

- a. Direct (wages, salaries, bonuses, commissions)
- b. Indirect (social security, insurance, layoffs, health insurance, retirement, employee services, such as money extra money risk/danger, shift difference.

### **Non-financial consists of**

- a. Employment (diversity of expertise, the importance of the task the task out on my identity and feedback)
- b. Employment (diversity of expertise, task identity importance of the task autonomy and feedback)
- c. Work environment (policies, competent employees, friends employment, status symbol, comfortable working conditions, flexibility workplace)

Compensation means the overall arrangements for the provision of remuneration employers and employees either directly in the form of money (financial) and indirect pecuniary (non-financial).

## **1. Principle of Compensation**

Companies must establish compensation programs that are based on the principle of fairness and the principle of feasibility and fairness, with due regard to labor laws and regulations. Companies must pay attention to the balance between the conditions of internal and external, to ensure a feeling of satisfaction for employees, so that employees stay motivated to work well for the company. The following will describe important principles to be applied in give the compensation.

### ***a. Principle of Justice***

Compensation influence the behavior of employees in the organization so that compensation is not based on hope justice will affect the working conditions of



employees. What is meant by hope justice is the existence of consistent rewards for employees who perform tasks with the same weight. In other words, the compensation of employees in a type of work the employee compensation circuitry in other types of work, which does the work with the same weight, relative will receive the same amount of compensation. Good compensation should be as minimal as possible to reduce complaints or arising from employee dissatisfaction. If employees receives not the same as other employees with the same job weighting the employee will experience envy, so the potential to disrupt the work climate and employee productivity. So say fair compensation does not mean that every employee receives compensation equal. But based on the principle of justice, bail was in the assessment, treatment, gift-giving, as well as penalties for each employee. So that the principle of justice will create a good atmosphere of cooperation, motivation, discipline, loyalty and stability better employee.

***b. Feasibility principle and Fairness***

Compensation received by employees should be able to meet the needs of himself and his family, to the extent feasible and reasonable. So that the amount of compensation to be awarded will reflect the status, recognition and level of fulfillment that will be enjoyed by the employees and their families. Decent benchmark is relative, but the determination of the minimum amount of compensation to be provided by the company should refer to the standard of living area, with a standard rests on Minimum Wage (UMR), both at the provincial and municipal / district level.

While reasonable compensation means the amount of compensation must consider factors such as performance, education, occupation, occupational risk, responsibility, position and others.

HR managers must always monitor and adjustment compensation received by employees with the development of the prevailing external environment. It is important for employee morale remains high and avoid the risk of claims from employees, trade unions and workers as well as the government, which would threaten the continuity of business they work at the company.

Compensation should have a positive impact, both for employees as well as for the company. This will be explained below goals compensation, namely:

- a. Cooperation: Compensation would create a formal cooperation ties between the employer and employee in order to organization, where employers and employees need each other.
- b. Job Satisfaction: Employees work by mobilizing the skills, knowledge, skills, time and energy, all of which are shown for the achievement of organizational goals. Therefore, employers should provide compensation

in accordance with what has been given by the employee, so that will give job satisfaction for employees.

- c. Effective procurement: Procurement employees will be effective if coupled with an attractive compensation program. With an attractive compensation program, then well-qualified candidates with high skills and abilities will appear, in accordance with criteria established by the company.
- d. Motivation: Proper compensation will provide stimulus and motivate employees to provide the best performance and generate optimal productivity.
- e. Assuring Justice: Good compensation will guarantee the fairness among employees within the organization. Compensation also relates to the fairness of internal and external justice.
- f. Discipline: The provision of adequate compensation would push the level of discipline of employees in work. Employees will behave according to the desired organization. Employees will also be aware of and comply with the regulations in force in the company.
- g. Effect of Trade Unions: With a good program and adequate compensation, the company will avoid the influence of the trade unions. Labor union is an organization of shelter aspirations and interests of employees. This organization fighting for the rights and obligations of its members. Government influence: Government guarantees on employment and decent livelihood for the people. With regard to compensation, the government sets the limit of the minimum wage (UMR) or Ma decent minimum remuneration given employers (companies) for its employees. The existence of government is very important, so employers do not act arbitrarily in setting the amount of remuneration for employees.

Remuneration compensation method known methods of single and multiple methods.

1. Single method is a method in the determination of basic salary only based on the final diploma from formal education that employees have.
2. The method of plural is a method that the basic salary is based on several considerations such as diplomas, nature of work, informal education, family relationships and even help determine the amount of the basic salary of a person. So the minimum wage is definitely no. These exist in private companies in which there were frequent discrimination.

From some of these theories, then that becomes the dimension of compensation are direct compensation and indirect compensation. Form of direct compensation

of salary, incentive bonuses, allowances, books, uniform and lunch, while the indirect compensation of health insurance and pensions.

### **Leadership**

A leader is someone who has the ability to lead means to have the ability to influence the behavior of others. (Miftah Thoha in Ardana; I Komang, Mujiati; Ni Wayan and Main Mudiarta; I Wayan 2012: 179) Leadership cooperate to achieve a goal that is desirable together. (Gaspersz, Vincent 2007: 238) in Malcom Baldrige Criteria leadership consists of two things: the Senior Leadership and governance and social responsibility is the overall activities in order to influence people to want (Gaspersz, Vincent 2007: 238). On the concept of visionary leadership will create a leadership system that includes the following namely :

1. Provide a controlled freedom to employees to be innovative and creative.
2. Build skills and knowledge of employees.
3. Provide inspiration and high spirits to employees to always provide good service and contribution to the organization.
4. Being a role model through ethical behavior and involvement in the planning, communication, training, development of cadres, reviewing the performance of the organization, and recognition of the results of employee performance.

### **Work Environment**

Most people work to fill the needs and social interaction. Most people also want to get more than just money or intangible accomplishment of their work. Examples such as co-workers were friendly and supportive, behavioral boss fun, or just get awards for achievements made. (Lundin, Stephen, Chirtensebn John and Paul, Harry, 2003). Broadly speaking, the type of work environment is divided into two, namely (Sedarmayanti, 2001: 21):

#### **Physical Work Environment**

Physical work environment are all circumstances the physical form that are around the workplace that may affect the employees either directly or indirectly. Physical work environment can be divided into two categories:

1. The work environment is directly related to the employee as employment centers, chairs, tables, and so on.
2. Environment intermediaries or the general environment can also be called a working environment affects the human condition, for example

temperatures are, humidity, air circulation, lighting, noise, vibration, odor, color, etc.

### **Non Physical Work Environment**

Non-physical work environment is all the circumstances relating to the employment relationship, a good relationship with the boss, and relationships with coworkers or relationships with subordinates. Companies should be able to reflect the conditions that support the level of cooperation between superiors, subordinates or who have the same status. Conditions should be created is a family atmosphere, good communication, and self-control (Nitisemito, 2000: 171). So the non-physical work environment is also a group working environment can not be ignored

### **Working Location**

Working Location is a place where the company was do physical activity. The position of the company may differ from the company's location, because the position of the company is the head quarter soft he physical activity of the company. Examples of the location of the company is a factory producing goods. Christaller in Sumaatmadja argued that *"the place is a great central location that allows the participation of the maximum number of human beings, both for those involved in service activities, as well as the consumers of the goods and services they produce"*. Sumaatmadjain his book entitled *"An Approach Study of Geography and Spatial Analysis"* states that the location with in a room can be divided into two types of locations namely:

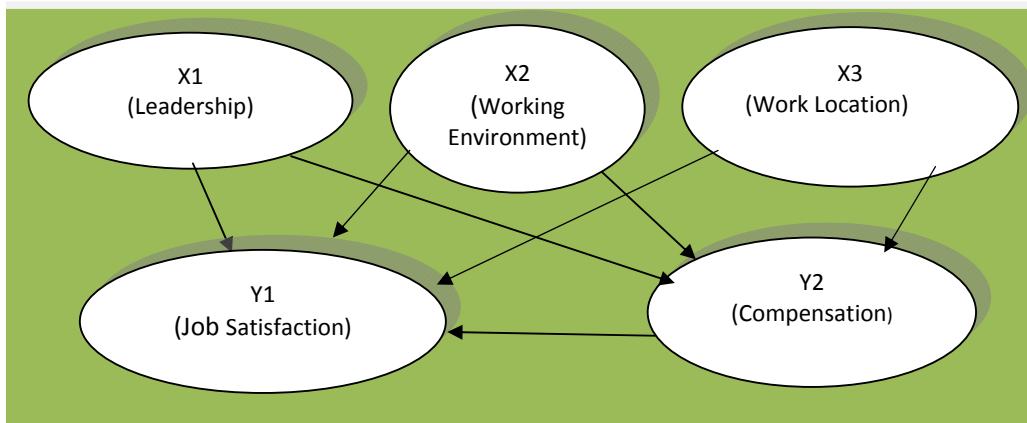
1. The location is absolute is a place or area related to the location of the astronomical location by using latitude and longitude, and can be known with certainty by using a map. The absolute location of a region cannot be changed or replaced in accordance changing times but is still as it relates to the shape of the earth.
2. The relative location is a place or area related to the characteristics of a place or a region, the characteristics of the place in question already can be abstracted even further. The relative location provides an overview of underdevelopment, development and progress of the area concerned in comparison with other regions. The relative location can be viewed from the site and the situation (situation). Site is all the nature or internal character of a particular area while the situation is the relative location of the place or area concerned related to the external characteristics of a region

## RESEARCH METHODS

### Framework

Model studies to be conducted in this research is a strategic overview of the steps that will be under taken in accordance with the scientific objective sequence. Starting from the collection of empirical data obtained from relevant sources, then held graphical analysis to determine compensation and employee satisfaction employees Private Universities in Jakarta. Until this stage is clearly visible only Job Satisfaction, Leadership and Work Environment.

**Figure 1: Framework**



To see some of the data that can be measured statistics and analyzed appropriately so that it can provide useful information for many people, especially for Private Universities. There is determinant is the independent variable or independent variable, namely the Leadership behavior (X1), Working Environment (X2) and Work Locations (X3). Job Satisfaction (Y1) Compensation (Y2) and as a factor under study and is a dependent variable or dependent variable.

### Data Types and Sources of Data

The type of data in this study are primary data, ie data collected directly by researchers or first party (Usman and Akbar, 2006:20).

### Population and Sample

The population in this study is the All Employees University in Jakarta. Mechanical sampling using quota. According to the quota sampling is a technique for determining a sample of the population that have certain characteristics to the

number (quota) is desired. (Sugiyono, 2001:60) Where in this study researchers determined a sample of 100 people

### **Method of Collecting Data**

Data collection method used was a questionnaire or questionnaires. Questionnaire or questionnaire is a way of collecting data by giving written questions to be answered by the respondents, so that researchers obtained field data/empirical research. Troubleshooting and testing hypotheses have been set (Supardi, 2005:127).

### **Research Hypothesis**

Hypothesis used in this study are:

1. The first hypothesis: Suspected variables leadership behavior, work environment and job location affect the variable compensation.
2. The second hypothesis: Suspected variables leadership behavior, work environment and work location variable effect on job satisfaction.
3. The third hypothesis: Suspected dominant variable affecting the compensation is variable and the work environment variables which were dominant influence leadership behavior satisfaction is variable

### **Operational Definitions**

1. Leadership (X1) is a behavior that is displayed by a leader to influence subordinates to act in accordance with his wishes in order to achieve the goal.
2. Working Environment (X2) is everything that is around the workers who can influence him in performing the tasks carried.
3. Work Location (X3) is the location of the work is divided into private universities in Jakarta
4. Compensation (Y1) is a form of remuneration for workers who form a direct pecuniary (financial) received each month in the form of salary/wages.
5. Job Satisfaction (Y2) is a condition that arises because of the intersection between the value of the remuneration given to someone with the expected value of the remuneration and the desired person.

Secondary data in this study was obtained from the internal organization, the average data compensation employees in 2014 and data in private universities in Jakarta.

Employee Satisfaction Survey data is primary data that is processed by private universities in Jakarta. Through the questionnaire a total of 64 statements and described in the form of items of questions / statements, opinions of respondents

to the question by using a Likert scale related to Leadership, Work Environment, Work Location, Compensation and Job Satisfaction with the score; strongly agree (5), agree (4), less agree (3), disagree (2) and strongly disagree (1).

In this study, purposive sampling were selected based on the intent and purpose of research, ie for variable to know leadership, work environment and job location on the dependent variable compensation and job satisfaction as well as the level of significance. For the selection of the sample, respondents selected category include:

$$Y1 = a_0 + a_1X1 + a_2X2 + a_3X3 + e_i$$

$$Y2 = a_0 + b_1X1 + b_2X2 + b_3X3 + e_i$$

Y1 = Job Satisfaction

Y2 = Work Location

a<sub>0</sub>, b<sub>0</sub> =Constanta

a<sub>1</sub>, a<sub>2</sub>, a<sub>3</sub> = Job Satisfaction, Compensation Coefficient

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Leadership, Working Environment, Work Location Coefficient  
Regression

X1 = Leadership

X2 = Working Environment

X3 = Work Location

E<sub>i</sub> = Error variant

## **RESULTS AND DISCUSSION**

### **An Overview of Research Object**

This study was conducted to determine the effect of Leadership, Work Environment and Work Locations for Compensation and Job Satisfaction in private universities in Jakarta. The object of research is the compensation received the form of wages. The study was conducted at the private universities in Jakarta.

### **Validity Test**

Validity test is done by comparing the correlation between variables/items with a total variable. Validity test is done by taking the 30 respondents with a significance  $\alpha=5$  per cent with a standard validity person correlation of 0.30. The validity of test results obtained ranged from 0.636 to 0.893. This means that the questionnaire used in this study has the accuracy and precision that is sufficient so that the study can proceed to the subsequent data analysis.



### Reliability Test

Reliability test used to measure the reliability of an instrument that is used to predict, in this study used standardized coefficients Alpha Croncbach >0.60. From the calculation results obtained Croncbach Alpha coefficient of 0.889, which means that the measurements get consistent results, if the measurements were taken back to the same object.

### Multiple Linear Regression Analysis

Leadership behavior, work environment and work location against compensation Quantitative analysis of research carried out using multiple linear regression analysis with SPSS version 20. The regression between the variables of leadership behavior, work environment, and work location of the compensation can be described in data processing for the numbers R2 (coefficient) of 0.507.

**Table 1**  
**Model Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std Error of the Estime</i>
1	,712 <sup>a</sup>	,507	,466	4,428

Sources: The processed data

This shows that the amount of variation that gives the effect of co-operation between the variables leadership, working environment, and work location on the job satisfaction of the remaining 50.7% or 49.3% influence of other factors beyond the three independent variables.

### Research Result

**Table 2**  
**Results of Multiple Linear Regression Leadership behavior, work environment, work location to job satisfaction.**

<i>Model</i>	<i>Unstandardized</i>		<i>Standardized</i>		<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	
1 (Constant)	.610	.519		1.176	.247
Leadership	.309	.136	.345	2.281	.029

Work Environment	.342	.137	.377	2.497	.017
Work Location	.215	.091	.276	2.346	.025

Sources: The processed data

**a. Dependent Variable : Job Satisfaction**

The table above shows that the three independent variables significantly influence compensation. To determine the influence of each independent variable on the dependent variable, can be seen from the values in the column beta, that the greatest effect is variable working environment of 0.377. Results of processing data from a table of test results obtained multiple linear regression work environment variables (X2) has a significant value 0.017 which is smaller than  $\alpha$  value of 0.05, then the work environment variables significantly influence compensation. Influence leadership behavior with a beta value of 0.345.

Results of processing data from a table of test results obtained multiple linear regression leadership behavior variables (X1) has a significant value of 0.029 which is smaller than  $\alpha$  value of 0.05, then the leadership behavioral variables significantly influence compensation. Effect of work sites with a beta value of 0.276. Results of processing data from a table of test results obtained multiple linear regression work location variable (X3) have significant value 0.025 which is smaller than  $\alpha$  value of 0.05, then the variable work sites a significant effect on compensation. Then the linear regression equation is,

$$Y1 = 0.610 + 0.309X1 + 0.342X2 + 0.215X3$$

Job satisfaction constant value for 0.610 show the value of the dependent variable without being influenced purely leadership variable, the work environment and work location. Results of regression coefficient equation variable leadership amounted to 0.309, this means that any increase in the variable behavior of the leadership, it can be predicted that the leadership variable goes up 0.309.

Work environment variable regression coefficient is 0.342, it is a constant then any increase in the work environment variable can be predicted that the work environment variables goes up 0.342. Variable regression coefficients work location is 0.215, it is a constant then any increase in work location variable ride it can be predicted that the variable work sites goes up 0.215. Leadership behavior, work environment and work location on job satisfaction. The working environment is the variable most dominant influence on job satisfaction by Beta Coefficient 0.377

Quantitative analysis of research carried out using multiple linear regression analysis with SPSS version 20. The regression between the variable so leadership

behavior, work environment, and work location on job satisfaction can be described in data processing for the numbers R2 (coefficient of determination) by 0.747.

**Table 3**  
**Table Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std Error of the Estimate</i>
1	,864 <sup>a</sup>	,747	,725	2,367

*Sources:* The Proceed Data

This shows that the amount of variation that gives the effect of co-operation between the variable behavior of the leadership, work environment, and work sites to compensate for the remaining 74.7% or 25.3% influenced by other factors beyond the three independent variables.

The table below shows that the three independent variables significantly influence compensation. To determine the influence of each independent variable on the dependent variable, can be seen from the values in the column beta, that is the biggest influence leadership behavior variable of 0.738. Results of processing data from a table of test results obtained multiple linear regression leadership behavior variables (X1) has a significant value of 0.000 which is smaller than  $\alpha$  value of 0.05, then the variable Leadership significant effect on compensation.

**Table 4**  
**Results of Multiple Linear Regression Test leadership behavior, work environment, the location of the Compensation Work**

<i>Model</i>	<i>Unstandardized</i>		<i>Standardized</i>		
	<i>Coefficients</i>		<i>Coefficients</i>		
	<i>B</i>	<i>Std Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1 (Constant)	.931	.277		3.357	.002
Leadership	.428	.049	.738	8.762	.000
Working Environment	.174	.073	.260	2.395	.022
Work Location	.150	.073	.222	2.051	.048

a. Dependent Variable: Compansation (Y2)

The influence of the working environment with a beta value of 0.260. Results of processing data from a table of test results obtained multiple linear regression work environment variables(X2) has a significant value 0.022 which is smaller than

$\alpha$  value of 0.05, then the work environment variables have a significant effect on job satisfaction.

Effect of work location with a beta value of 0.150. Results of processing data from a table of test results obtained multiple linear regression work location(X3) has a value of 0.150 is significantly smaller than the value of  $\alpha$  of 0.05, then the variable work location a significant effect on job satisfaction. Then the linear regression equation is.

$$Y_2 = 0.931 + 0.428X_1 + 0.174X_2 + 0.150X_3$$

Constant value compensation for 0.931 show the value of the dependent variable without being influenced purely behavioral variables of leadership, work environment, and work sites. Results of regression equation coefficients leadership behavior variables is 0.428, it is a constant then any increase in the variable behavior of the leadership, it can be predicted that the variable compensation goes up 0.428.

Work environment variable regression coefficient is 0.174, this means that any increase in the work environment, it can be predicted that the variable compensation goes up 0.174. Variable regression coefficient is 0.150 job site, this means that any increase in the variable constant work location can be predicted that the variable compensation goes up 0.150.

The first model shows that the work environment variables into variable most dominant influence on job satisfaction, because the work environment is the overall infrastructure of the existing work around employees who are doing work that could affect the execution of work.

The better the working environment of employees, the higher the satisfaction work, without a high work environment difficult for universities achieve optimal results.

And from the second model showed that the variables of leadership becomes the most dominant variable influence on compensation, because their positive views of employees against the leadership due to the leadership is able to influence the employee by giving direction assignment, appreciate the achievements, determining promotions based rules, provide exemplary and warns sanctions firmly. All of this makes the employees are satisfied with the leadership and then the satisfaction of the leadership is able to increase compensation

## **CLOSING**

Based on the results of data analysis and discussion in the previous chapter, it can be concluded as follows:

1. These results indicate that the variable behavior of the leadership, work environment, work location a significant effect on compensation. Job satisfaction on stant value for 0.610 show the value of the dependent variable without being influenced purely leadership variable, the work environment and work location.

Results of regression coefficient equation variable leadership amounted to 0.309, this means that any increase in the variable behavior of the leadership, it can be predicted that the leadership variable goes up 0.309. Work environment variable regression coefficient is 0.342, it is a constant then any increase in the work environment variable can be predicted that the work environment variables goes up 0.342.

Variable regression coefficients work location is 0.215, it is a constant then any increase in work location variable ride it can be predicted that the variable work sites goes up 0.215. Leadership, Work Environment and Work Location on Job Satisfaction. The working environment is the variable most dominant influence on Job Satisfaction by Beta Coefficient 0.377

Taking into account the results of this study, as a donation thinking for science, especially for human resources management to solve the problem of compensation.

Optimization of compensation and employee satisfaction can be implemented more attention to the working environment around the workplace of employees, due to a pleasant working environment, spatial planning work as well as comfort in the work will make the employees feel at ease and satisfied work, so that employees can finish the job with a comfortable.

2. The results of this study indicate that Leadership, Work Environment, Work Location a significant effect on Compensation. Results of processing data from a table of test results obtained multiple linear regression Leadership variables (X1) has a significant value of 0.029 which is smaller than  $\alpha$  value of 0.05, then the leadership behavioral variables significantly influence compensation. Effect of work sites with a beta value of 0.276.

Results of processing data from a table of test results obtained multiple linear regression work location variable (X3) have significant value 0.025 which is smaller than  $\alpha$  value of 0.05, then the variable work sites a significant effect on compensation. The Leadership is the variable most dominant influence on Compensation by Beta Coefficient 0.738

Taking into account the results of this study, as a donation thinking for

science, especially for human resources management to solve the problem of compensation. Optimizing employee satisfaction can be implemented with emphasis on leadership style that is more open in giving directives to subordinates and pay attention to the complaints of employees so that employees feel satisfied.

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