

The Influence of Transformational Leadership, Work Environment and Compensation on Employee Job Satisfaction at Bento Kopi Yogyakarta

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Abstract

This study aims to determine whether there is a partial and simultaneous influence of transformational leadership, work environment, compensation, on employee job satisfaction at Bento Kopi Yogyakarta. The nature of this research is causal associative research through quantitative approach research with a research population of 120 people, which are all employees of Bento Kopi Yogyakarta. The sampling technique of this study used probability sampling (simple random sampling) with the Slovin formula on the research population, namely Bento Kopi Yogyakarta employees, so that a sample of 86 employees was obtained as research respondents. Data collection techniques using questionnaires distributed to 92 respondents. The data analysis technique uses validity test, reliability test, descriptive statistics, classical assumption test, multiple linear regression test, hypothesis test and coefficient of determination. the results of this the study indicates that transformational leadership has a positive and significant effect on employee job satisfaction. The work environment has no partial effects on employee job satisfaction. Compensation has a positive effect on employee jobs satisfaction. Transformational Leadership, Work Environment and Compensation have a simultaneous and significant positive effect on Job Satisfaction on employees at Yogyakarta Coffee Bento .

1. INTRODUCTION

In work job satisfaction is important for somebody. According to (Priansa, 2014). "Job satisfaction is a group employees' feelings towards their work, whether they like it or not likes/dislikes as a result of employee interaction with the environment his work or as a result of an employee's assessment of his work. The impact of employee job satisfaction on the company, namely: 1) Employees satisfied tend to work more productively 2) Satisfied employees tend to last longer in the company 3) Satisfied employees tends to create a pleasant mood 4) Satisfied employees tend to have good results.

According to Putranto (2012) a good work compensation system is good is a system that is able to guarantee the satisfaction of employees who are on ultimately enables the company to acquire, maintain, and employ a number of people with different attitudes and behaviors positive will work productively for

the company. According to Mangkunegara (in Dhermawan (2012) work environment includes clear job descriptions, adequate authority, clear work targets challenging, communication patterns, harmonious working relationships, a good working climate dynamic, career opportunities, and adequate work facilities. If that's all it can be well established employee job satisfaction also increases.

Yogyakarta Coffee Bento is an Indonesian Coffee Bento that stands based on the needs of the community, especially the lower middle market It will be a place to hang out that is comfortable, cheap and an entertainment atmosphere. Until then This coffee bento is still able to maintain its existence even its development currently has 6 branches spread across Yogyakarta. Coffee bento has been around since 2012, since its inception bento has been accepted Yogyakarta community, most of whom are students. Bento coffee continues

to develop its market and plans to develop branches outside the city . Currently Bento Kopi Yogyakarta continues to improve its work system to improve service and production quality.

Employees at Bento Kopi Yogyakarta have an important role in determining the progress of the business. Performance of employees will affect the services provided there. But on the side an employee also has rights that must be fulfilled by business managers so that they can work optimally to get satisfaction at work. There are several things that affect job satisfaction employees, including leadership, work environment and compensation provided by the company.

2. LITERATURE REVIEW

2.1 Transformational Leadership Style

The transformational leadership style is the type of leader who inspires his followers to put aside their personal interests and have the ability extraordinary influence according to (Kharis 2015). Bass (in Hakim 2014) transformational leadership is an important dimension of effective leadership as well as being the strongest predictor of leadership outcomes (outcomes), such as subordinates' extra effort towards the organization, leader satisfaction, and subordinates' assessment of skills leadership.

2.2 Work environment

The work environment is an important factor in influencing employee performance. In working employees must supported by a good working environment . Work environment what is good is safe, peaceful, clean, not noisy, bright and free from all kinds of threats and disturbances that can prevent employees from working optimally (Lewa and Subowo, 2015). According to Alhusin (2005) the work environment is a the environment in which employees work, while the working conditions is the condition in which the employee works .

2.3 Compensation

According to Hasibuan (2011) the interests of companies with giving compensation, namely obtaining compensation for work performance bigger than employees. While the interests of employees above compensation received, that is able to meet the needs and his desires and become the economic security of his household. Compensation is everything that employees receive as a reward for them (Handoko 2016). Meanwhile Stone (in Priansa 2014) compensation is any form of payment given to an employee in exchange for a job they give to employers.

2.4 Job satisfaction

According to Greenberg and Baron (2003) describe satisfaction work as a positive or negative attitude carried out by individuals towards their work. Job satisfaction is a common attitude towards one's work that shows the difference between the amount of rewards employees receive and the amount they receive believe they should receive (Robbin, 2008). Meanwhile George and Jones (2000) define job satisfaction as a collection feelings and beliefs that employees feel about his current job .

2.5 Hypothesis Development

The results of research by Ni Luh Helga Daniati and Ni Wayan Mujiati (2018) on the Influence of Transformational Leadership Styles, Work Environment and Compensation for Job Satisfaction of LPD Kerobokan Employees which explains that the leadership style is transformational positive effect on employee job satisfaction, this is in line with Wahyuningsih and Niko Sudibjo (2022) who also stated that the transformational leadership style had a positive and significant to employee job satisfaction.

H 1 : Transformational leadership has a positive effect on employee job satisfaction

work environment is something that exists in the environment of workers who can

influence himself in carrying out his duties, temperature, humidity, ventilation, lighting and noise, cleanliness of the workplace, and adequate whether or not the work equipment (Isyandi, 2004:134). Yoshuan Eko Adi Kustianto's research results (2020) stated that the work environment has a positive effect on employee job satisfaction, this is in line with Marta Eka Putra and Ni Ketut Sariyathi (2015), Wahyuningsih and Niko Sudibjo (2022) who also stated that the work environment has a positive effect on job satisfaction employee.

H2 : Work environment has a positive effect on job satisfaction employee

The research results of Prayekti and Kris Aji Pangestu (2022) state that compensation has a significant positive effect on employee job satisfaction in line with Dhita Putri Ayu Kumalasar i and Juni Trisnowati (2021), Yoshuan Eko Adi Kustianto (2020) which stated that compensation had a positive and significant effect on employee job satisfaction.

H3 : Compensation has a positive effect on job satisfaction employee.

Research results by Marta Eka Putra and Ni Ketut Sariyathi (2015) about the influence of transformational leadership style, work environment, and compensation has a positive effect simultaneously on satisfaction employee work. This is in line with Dhita Putri Ayu Kumalasar i dan Juni Trisnowati (2021), Yoshuan Eko Adi Kustianto (2020) which states that transformational leadership style, work environment, and compensation have a positive effect simultaneously on employee job satisfaction.

H4 : Transformational leadership style, work environment and compensation has a positive effect simultaneously on job satisfaction employee.

3. RESEARCH METHODS

The population in this study is all employees at Bento Kopi Yogyakarta and a total sample of 86 respondents. Collecting data

in this study using a questionnaire. The research variable is Transformational Leadership Style with indicators adopted from Kharis (2015) namely *Idealized Influence* (Charisma), inspirational transformational leadership style, intellectual stimulation, and individual consideration. As well as the Work Environment variable with indicators adopted from Sedarmayanti (2009) that is color, environmental cleanliness, lighting, ventilation, safety guarantees, noise, and spatial planning. For the Compensation variable with indicators adopted from Schermerhorn (2005), namely wages, wages, incentives, allowances and facilities. As well as the variable Employee Satisfaction with indicators adopted from Sedarmayanti's salary (2009), namely supervisors, co-workers, promotion opportunities, and the job itself.

4. RESULTS AND DISCUSSION

4.1 Discussion

a. The Effect of Transformational Leadership on Satisfaction Work Employee

In the multiple linear regression test obtained t count $2.248 > 1.989$ t table with sig values. 0.027 which means the results show that sig value $0.027 < 0.05$, then H_0 is rejected and H_a is accepted. The results of this t test support hypothesis H1 which states that leadership transformational positive effect on employee job satisfaction in Yogyakarta Coffee Bento.

b. The Effect of the Work Environment on Employee Job Satisfaction

In the multiple linear regression test obtained t count $-0.008 < 1.989$ t table with sig. 0.993 which means that the result shows that the sig value is $0.993 > 0.05$, then H_a is rejected and H_0 is accepted. The results of this t test do not support the H2 hypothesis which states that the work environment has a positive effect on employee job satisfaction at Bento Kopi Yogyakarta. So it can be concluded that the work environment has no partial effect on

employee job satisfaction at Bento Kopi Yogyakarta.

c. Effect of Compensation on Employee Job Satisfaction

In the multiple linear regression test, it was obtained t count 12.184 > 1.989 t table with a sig value. 0.000, which means that the sig value is 0.000 < 0.05, then Ho is rejected and Ha is accepted. The results of this t test support the H3 hypothesis which states that compensation has a positive effect on employee job satisfaction at Bento Kopi Yogyakarta.

d. F Test (Simultaneous Test)

Table 13. Simultaneous Test Results (Test F)

| ANOVA ^a | | | | | |
|--------------------|----------------|----|-------------|---------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 1362.438 | 3 | 454.146 | 106.675 | .000 ^b |
| Residual | 349.097 | 82 | 4.257 | | |
| Total | 1711.535 | 85 | | | |

a. Dependent Variable: KEPUASAN KERJA
 b. Predictors: (Constant), KOMPENSASI, KEPEMIMPINAN TRANSFORMASIONAL, LINGKUNGAN KERJA

Based on the table above it can be seen that the value of F table 106,675 > T count with a significance of 0.000 < 0.05 so that Ha is accepted and Ho is rejected. This simultaneous test can be concluded that leadership transformational, work environment, and compensation have a positive effect simultaneously and significantly to employee job satisfaction at Bento Yoga Coffee. This shows that the regression model is feasible so that it can be used for further research.

Next is the Coefficient of Determination test (R2) & *Stabilized beta coefficient*:

a. The results of this research determination can be seen in the table below:

| Model Summary ^b | | | | | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|------|------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df 1 | df 2 | Sig. F Change |
| 1 | .892 ^a | .796 | .789 | 2.063 | .796 | 106.675 | 3 | 82 | .000 |

a. Predictors: (Constant), KOMPENSASI, KEPEMIMPINAN TRANSFORMASIONAL, LINGKUNGAN KERJA
 b. Dependent Variable: KEPUASAN KERJA

The data above shows that the coefficient value determination or R Square = 0.789 means that of the magnitude value transformational leadership, work environment, and compensation can explain the variable employee satisfaction at 78.9% meanwhile the remaining 21.1% is influenced by other factors outside the model.

b. Stabilized *beta coefficient* test results shows that the variables are the most dominant influence is compensation with a value of 0.810 followed by transformational leadership with a value of 0.132 and variable work environment that influences employee job satisfaction with a value of 0.001 as shown in the following table:

Table 15. Stabilized beta coefficient test

| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|-------------------------------|-----------------------------|------------|---------------------------|--|--------|------|
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 7.204 | 1.757 | | | 4.100 | .000 |
| KEPEMIMPINAN TRANSFORMASIONAL | .109 | .048 | .136 | | 2.248 | .027 |
| LINGKUNGAN KERJA | .000 | .040 | -.001 | | -.008 | .993 |
| KOMPENSASI | .660 | .054 | .810 | | 12.184 | .000 |

Based on the results of hypothesis testing that has been carried out, the results obtained will be discussed as follows stated below:

1) The Effect of Transformational Leadership on Job Satisfaction Yogyakarta Coffee Bento employees

Based on this research the first hypothesis is supported by this study, namely transformational leadership has a positive effect and significant to employee job satisfaction Bento Kopi Yogyakarta, this means the better a leader applies style transformational leadership, the higher job satisfaction felt by employees. The results of this study are supported by previous research conducted by Ni Luh Helga Daniati and Ni Wayan Mujiati (2018) on Influence Leadership Style Transformation, Work Environment and Compensation Regarding Job Satisfaction of LPD Kerobokan Employees which explains that the transformational leadership style has a positive effect on employee job satisfaction.

2) **The Influence of the Work Environment on Employee Job Satisfaction** Bento **Kopi Yogyakarta**

This research shows that it is double linear work environment has no positive effect on job satisfaction employees, so the second hypothesis is rejected. This matter means good or bad work environment is not too influential on employee job satisfaction.

3) **Compensation has an effect on Employee Job Satisfaction**

The results of this study support the third hypothesis, namely compensation has a positive and significant effect on employee job satisfaction, this means that the higher the compensation given to employees, the higher the job satisfaction felt by employees. The results of this study are supported by previous research, namely the results of Yoshuan Eko Adi Kustianto's research (2020) which states that the work environment has a positive effect on employee job satisfaction.

4) **Influence Transformational Leadership, Work Environment, and Compensation for Employee Job Satisfaction**

Based on this research supports the fourth hypothesis, namely transformational leadership, work environment and compensation simultaneously and significantly positive effect on job satisfaction employee. These results are included in the category high level and shows that there is a positive relationship between Transformational Leadership, Work Environment, Compensation with Job Satisfaction so that the hypothesis proposed in this study can accepted which means that the higher the Leadership Style, Work Environment, and Compensation will also be higher Job Satisfaction. Conversely, the lower the Leadership Style, Work Environment, and

Compensation will also be lower Job satisfaction on employees.

The theory used in preparing or making hypotheses supports the results of this study, where transformational leadership, work environment, and compensation have an influence on job satisfaction of Bento Kopi Yogyakarta employees. Employees who are given attention and the opportunity to express ideas and opinions as well as a role in making decisions, a comfortable and conducive environment and given fair compensation can increase employee job satisfaction.

5. CLOSING

5.1 Conclusion

Based on the results of the analysis and discussion, the following conclusions can be drawn

- Transformational leadership has a positive and significant effect on employee job satisfaction, the better a leader realizes his transformational leadership style on employees, the higher the level of job satisfaction felt by employees.
- The work environment has no effect partially based on multiple linear regression tests on employee job satisfaction, but in a simple linear test the work environment has an effect on employee job satisfaction, so that the more comfortable and conducive the work environment, the higher the level of job satisfaction felt by employees.
- Compensation has a positive effect on employee job satisfaction, if compensation is given fairly it will be able to adjust to employee performance so this can increase work productivity.
- Transformational leadership, work environment, and compensation have a simultaneous and significant positive effect on job satisfaction.

5.2 Suggestion

a For the company

For the company, the results of this study can be used as evaluation material to increase employee job satisfaction through the implementation of a transformational leadership style, improving the quality of the work environment, and determining compensation policies, so that employees feel satisfied with their respective jobs and are able to give their best performance to improve performance. company.

Company leaders are expected to try to hold *events and gatherings* or get together with all *Bento Group* Indonesia employees, not just *staff* and superiors, because from small things creative ideas emerge and create a proud effect and enthusiasm to be employees at *Bento Kopi* Yogyakarta. HRD is also expected to be more creative in uniting employees from the highest ranks to the lowest *outlet employees* so they don't just *stay* in their comfort zone.

b For future research

Can develop research on employee job satisfaction by adding or replacing other variables that can further influence employee job satisfaction such as organizational culture variables, job stress, and so on, as well as conducting research with different populations.

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