

***EFFECT OF LEADERSHIP, MOTIVATION AND COMPENSATION ON
EMPLOYEE SATISFACTION IN. MITRA KARUNIA INDAH***

**EFFECT OF LEADERSHIP, MOTIVATION AND COMPENSATION ON
EMPLOYEE SATISFACTION IN. MITRA KARUNIA INDAH**

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Abstrack

This study aims to determine the relationship between leadership, motivation and compensation for employee job satisfaction at PT. Mitra Karunia Indah. The study population was employees who worked at the head office of PT. Mitra Karunia Indah using Google from as a media questionnaire. The sampling method using Slovin technique with a sample of 124 respondents. The strategy used in this study is a quantitative strategy that is measured by calculating the partial determination coefficient (R²) and testing the t-test hypothesis with SPSS 25.0. The results showed that, (1) Leadership partially had a significant effect on employee job satisfaction, (2) Motivation partially had a significant effect on employee job satisfaction, (3) Compensation partially had a significant effect on Job Satisfaction

Keywords: Leadership, Motivation, Compensation and JobSatisfaction

I. PENDAHULUAN

In an organization as it is known, the benefits of empowering human resources (HR) are very large for efforts to create organizational goals in achieving success. Human resources (HR) are the factors that determine the progress of a business institution or company. This is because they are the elements of management, planner, regulator, implementer and determinant in the company. Job satisfaction is a general attitude of workers about the work they do, because in general when people discuss employee attitudes, what is meant is job satisfaction (Robbins, 2017: 41). Work is an important part of a person's life, so job decisions also affect a person's life. Therefore, job satisfaction is a part of life satisfaction (Wether and Davis, 2016: 42). Meanwhile, several companies are currently emphasizing the key to their success on how to create employee satisfaction with the company.

As an impetus for human resources to work well, it is more or less influenced by the role of a leader, compensation, and high motivation so that human resources can produce something that is directly related to the company's interests. The leaders of the 3 companies are the elements involved in the management, planning and arrangement of company activities. Meanwhile, employees are human resources who are more involved as executors.

Leadership is a process of social influence, which is a life that affects other lives, a force that influences the behavior of other employees towards achieving certain targets that the organization has expected (Soekarso, 2015: 9). Every activity or work performed by an employee is driven by a force in self, this driving force is called motivation. Work motivation of employees in a company or organization can be considered simple and can also be a problem in a company or organization, because basically humans are easy to be motivated by giving what they want. The problem of work motivation can be difficult in determining rewards where what is considered important to someone because something that is important to someone is not necessarily important to others.

Motivation is a factor that greatly determines employee performance. The company provides motivation for employees to conduct training on work so that employees are willing and willing to devote their energy and thoughts to do their work well and according to the company's target procedures. So, if the company understands to motivate employees and can overcome it, the company will get job satisfaction given by employees optimally and in accordance with the standards set by the company.

Providing appropriate compensation will have a positive effect on employee job satisfaction. The existence of compensation in the form of bonuses, gifts and awards also has a positive impact on employees. Employees will feel motivated and enthusiastic in carrying out what is given and employee encouragement will appear to excel in the work environment. There are several purposes for providing compensation, among other things, as a working bond between the company and employees, as a means to increase employee morale and motivation, as a company strategy to retain quality employees or employees, as a reward by the company for employees and so on.

Compensation according to Nawawi (2005) rewards and rewards for workers who have contributed in realizing their goals, activities called workers, compensation given to employees will provide encouragement to work to be even better. In employee satisfaction in a company or organization is also influenced by leadership. Leadership broadly includes the process of influencing in determining company goals, motivating employee behavior in one of the processes so that the company achieves its goals, influencing to improve the group and its culture (Rivai, 2011: 2). Leaders have influence on employees in a company and are an important factor in determining the continuity or sustainability of the company.

II. KAJIAN LITERATUR

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2.1 Review Penelitian

Research from Ni Made Nurcahyani, I.G.A Dewi Adnyani in 2016 in the Journal of Analysis Vol. 5, No.1, 2016: 500 - 532. ISSN: 2302-8912 This study aims to determine "the effect of compensation, motivation, compensation on employee performance". Motivation towards employee performance and to determine the effect of job satisfaction on employee performance at PT. Sinar Sosro Bali Factory. This study uses a saturated sample using all employees at PT. Sinar Sosro Bali Factory. The method of analysis of this research is using path analysis. Based on the results of the analysis, it was found that compensation has a positive and significant effect on job satisfaction, motivation has a positive and significant effect on job satisfaction, compensation has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance and satisfaction. work to mediate the effect of compensation and motivation on employee performance.

Research from Wahyu Maulana in 2018 in the Journal of Analysis Vol. 3 No. 1 ISSN 1412-2936. For a company to achieve its objectives, the aspects of its human resources must be competitive. HR performance is the spearhead of this achievement. Therefore, companies must provide job satisfaction to their employees so that their performance is optimal and maximum. Based on these problems, the authors took the research theme, namely about "The Effect of Leadership, Compensation and Job Promotion on Employee Performance through Job Satisfaction at PT. Bank Jatim, Tbk Pamekasan Branch ". The research objective was to analyze the influence of leadership, compensation and job promotion on job satisfaction, and to analyze the influence of leadership, compensation and job promotion on employee performance directly or indirectly through job satisfaction as an intervening variable. The population and the sample in this study were 88 employees as a whole. Data analysis method using Partial Least Square (PLS). The results of the research are leadership and compensation have an effect on employee job satisfaction.

Research by Mutmainah (2016). This study aims to determine (1) the magnitude of the influence of Principal Leadership on Teacher Performance, (2) the magnitude of the influence of Teacher Professionalism on Teacher Performance, and (3) the magnitude of the influence of Principal Leadership and Teacher Professionalism individually and collectively on Teacher Performance. This type of research is ex-postfacto with a quantitative approach. The dependent variable in this study is teacher performance. The independent variables in this study are the Principal Leadership and Teacher Professionalism. This research is a population study with 38 teachers of SMK Negeri 1 Tepus. Data collection techniques using observation, questionnaires, and documentation. Data analysis used SPSS Statistics 21 with descriptive analysis and regression analysis.

Research from Widya Parimita, Siti Khoiriyah, Agung Wahyu Handaru in 2018 in the Journal of Analysis Vol 9, No. 1, 2018, e-ISSN: 2301-8313. The objectives of this study are: 1) To determine the description of work motivation, compensation and job satisfaction of employees of PT Tridaya Eramina Bahari, 2) To determine whether there is an influence between work motivation on job satisfaction of employees at PT Tridaya Eramina Bahari, 3) To find out whether

there is an influence between compensation on job satisfaction of employees of PT Tridaya Eramina Bahari, 4) To know work motivation and compensation can predict job satisfaction of employees at PT Tridaya Eramina Bahari.

Research from Hendriani, Sari, et al. In 2014 in the journal application management Vol. 12 No.1 March 2014 ISSN: 1693-5241 ACCREDITED DIRJEN DIKTI Decree NO. 66b / DIKTI / KEP / 2011. The purpose of this study was to determine the relationship between leadership and compensation on employee job satisfaction and employee performance at PT Bank Riau Kepri, Pekanbaru Main Branch. There are two independent variables, namely "leadership and compensation and one dependent variable, namely employee job satisfaction". The target population in this study is 52 employees of Bank Riau Kepri. Sampling by probability using stratified sampling and purposive random sampling techniques, namely samples taken based on stratification or a certain level based on reference, so that a representative sample is obtained.

Research from Sari, Muis, et al in 2015 in the Journal of Analysis, Vol.1 No.1: 87–93 ISSN 2303-1001. This study aims to determine "the influence of leadership, motivation, and stress on job satisfaction of employees of Bank Syariah Mandiri Makassar Branch". There are three independent variables, namely leadership, motivation, and stress and one dependent variable, namely employee job satisfaction. This research is descriptive. Samples taken were 77 employees of Bank Syariah Mandiri Branch of Makasar. Sampling was done through saturated samples (census). Data collection was carried out through observation, interviews, and documentation. Data were analyzed by multiple linear regression analysis through the SPSSfor windows program.

Research from Rizwan Saleem, Aseem Mahmood, Asif Mahmood in 2013 in the International Journal of Business and Management Vol. 5, No. 11; November 2013 Research Objectives: "The purpose of this study is to determine the impact of work motivation on job satisfaction in mobile telecommunications service organizations in Pakistan". In addition, this study aims to explore the extent to which employees are satisfied with various dimensions of their work. Research Design / Methodology: A survey-based descriptive research design was used. The study was carried out by employees working in two Pakistani service provider organizations. About 60 survey questionnaires were distributed in October 2009 using face-to-face communication and email.

Research from Ibnu Sina in 2016 in the International Journal of Economics and Finance Vol. 8, No. 10; 2016 The purpose of this study is to determine and test whether there is an influence of leadership style on employee satisfaction, whether there is an influence of motivation on employee job satisfaction and whether there is an influence of "leadership and motivation on employee job satisfaction at PT. Garuda MilkyArtha Surabaya. The type of research used in this research is descriptive ". This study uses random sampling for sampling, and a questionnaire is used to retrieve data from this study

Research from Yesa Martha Vita, Endang Setyaningsih in 2018 in the International Journal of Business and Management Vol 7 No. 2 (2018), the purpose of this study is "Leadership can be said to be a leader in directing, encouraging, and managing. all elements in an organization to achieve the goals to be achieved, resulting in maximum employee performance. To achieve these goals, it must be sought how a leader can provide a boost to employee morale, so

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that the goals and objectives that are planned together can achieve these goals.

2.2 Kepemimpinan

Leadership comes from the word leadership. Leadership greatly affects the development and progress of the company. Leaders who play an active role in building teamwork in the company, therefore leadership cannot be separated from the organizational structure within the company. A qualified leader directs management functions well, so being a leader is not only talking but also directing and supervising.

Leadership is a way for a leader to influence the behavior of subordinates, so that they are willing to work productively to achieve organizational goals together (Hasibuan, 2017: 118).

Leadership is the process of influencing others to understand and agree on what needs to be done and how the task can be done effectively, and the process of facilitating individual and group efforts to achieve common goals (Susanto, 2017: 13).

Leadership is responsibility, modeling, not mere power. In leadership, leaders must be polite, honest and fair, take responsibility and provide an example to their subordinates in running an organization or company (Wijaya & Purnomolastu, 2015: 3).

Leadership is a behavior norm that is used by a person when that person tries to influence the behavior of others or their subordinates (Miftah Thoha, 2010: 49).

Based on the above understanding, it can be concluded that the success or failure of the company in achieving its goals depends on the ability of the leadership of the organization in directing monitoring of the performance of resources and their working tools so that their users take place effectively, efficiently and economically.

2.3 Motivasi

Winardi, (2008: 1) motivation comes from the Latin word "Movere" which means encouragement or driving force. Motivation is basically an unconscious process. So in each individual the need to motivate is different from time to time, the key is which need is most dominant at that time. Motivation is the activity of the actor as energy to get up to meet the needs and duties of the job in accordance with the objectives that are applied. (Fahmi Irham, 2016: 25) Motivation is anything that encourages someone to carry out their duties in order to achieve the goals they want (David McClelland, 2013: 25).

Motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in the form of hard or weak efforts (Marihhot Tua Effendi Hariandja, 2009: 320). Motivation is a deep desire caused by need, desire, and a will that encourages an individual to use his physical and mental energy to achieve the desired goals (Kondalkar, 2007: 99). From the above understanding it can be concluded that looking at motivation is influenced by motives, expectations in incentives where motives are the impulses that exist within them to achieve their desires or interests.

Motivation is basically a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving one's behavior. Every activity that a person does must have a factor that drives these activities

2.4 Kompensasi

Compensation is all rewards received by employees for services rendered by employees to the company or in other words compensation is all awards (material and non-material) given by 24 companies for employee services. Compensation, one of the factors, either directly or indirectly affects the level of employee performance, therefore compensation for employees should receive special attention from management so that employee motivation can be maintained and employee performance is expected to continue to increase.

Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The establishment of an effective compensation system is an important part of human resource management as it helps to attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance (Hasibuan, 2017: 119). Compensation is the number of packages that the organization offers to workers in exchange for using its workforce (Wibowo, 2016: 271). Compensation is a reward / reward for workers who has contributed to realizing its goals, through activities called work (Nawawi, 2011: 314). Compensation is a form of payment in terms of benefits and incentives to motivate employees to increase work productivity (Widodo, 2016: 155). Compensation is a direct reward or reward. or indirectly, financially or non-financially, which is fair and proper to employees, as a reward or contribution / service to the achievement of company goals (Marwansyah, 2016: 269).

2.5 Kepuasan Kerja

Job satisfaction is basically an individual thing, each individual has a different level of satisfaction according to the value system that applies to him. More and more aspects of the work that are appropriate are felt. Usually people will feel satisfied with the work they have done or are doing as expected.

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Job satisfaction is one component that supports the achievement of the intended productivity. Satisfaction for each person is relative, each has a different level of satisfaction, in general job satisfaction is a level of pleasure or a positive attitude and emotional response as a result of an assessment of the work that has been done (Fattah, 2017: 63). Work is seen as a relatively different feeling of pleasure or displeasure, distinct from objective thinking and behavioral desire.

There are many factors that need attention in analyzing job satisfaction. If in his job someone has autonomy or acts, there are variations, make an important contribution to the success of the organization and employees get feedback about the results of the work done, the person concerned will feel satisfied. The form of the introduction program is appropriate and results in the acceptance of a person as a member of a work group. Environmental situations lead to high job satisfaction, a more precise understanding of job satisfaction can be realized if an analysis of job satisfaction is linked to job performance and the size of the organization.

III. METODE PENELITIAN

The type of research used in this research is associative. Associative research is research that aims to determine the effect or relationship between two or more variables. This research has the highest level compared to descriptive and comparative, because this research can build a theory that can function to explain, predict, and control a symptom (Sugiyono, 2017: 5). This study also aims to determine the effect of leadership, work motivation and compensation on employee job satisfaction.

The research method used to support this research is the survey method. Thus, survey research is research that takes a sample from one population and uses a questionnaire as the main data collection tool (Singarimbun, 2006). The survey method aims to obtain a careful object, and to explain the relationships of several variables whose positions are described in a theoretical framework by using a questionnaire to collect data from the sample.

Sugiyono (2013: 2) research method is a scientific way to get data with specific purposes and uses. The research method used to support the strategy in this study using a sampling technique by distributing questionnaires.

IV. HASIL PENELITIAN DAN PEMBAHASAN

4.1 Uji Validitas

The validity test is processed using a computer with the SPSS program version 25.0. The research instrument can be said to be valid (accurate) for research if it has a validity value greater than or equal to 0.05 and vice versa, if the validity value is less than 0.05 then it is said to be invalid (inaccurate)).

Tabel 1
Hasil Uji Validitas Variabel Kepemimpinan (X₁)

No. Pertanyaan	r _{hitung}	r _{kritis}	Keputusan
1	0,58	0,05	Valid
2	0,39	0,05	Valid
3	0,35	0,05	Valid
4	0,34	0,05	Valid
5	0,53	0,05	Valid
6	0,35	0,05	Valid
7	0,54	0,05	Valid
8	0,42	0,05	Valid
9	0,49	0,05	Valid
10	0,41	0,05	Valid
11	0,48	0,05	Valid
12	0,43	0,05	Valid

Sumber: Data diolah

Tabel 2
Validitas Instrumen per Butir untuk Variabel Motivasi(X₂)

No. Pertanyaan	r _{hitung}	r _{kritis}	Keputusan
1	0,47	0,05	Valid
2	0,62	0,05	Valid
3	0,44	0,05	Valid
4	0,55	0,05	Valid
5	0,45	0,05	Valid
6	0,46	0,05	Valid
7	0,38	0,05	Valid
8	0,45	0,05	Valid
9	0,56	0,05	Valid
10	0,39	0,05	Valid

Sumber: Data diolah

Tabel 3
Hasil Uji Validitas Variabel Kompensasi (X₃)

No. Pertanyaan	r _{hitung}	r _{kritis}	Keputusan
1	0,62	0,05	Valid
2	0,69	0,05	Valid
3	0,54	0,05	Valid
4	0,39	0,05	Valid
5	0,66	0,05	Valid

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6	0,49	0,05	Valid
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Sumber: Data diolah

Tabel 4
Hasil Uji Validitas Variabel Kepuasan Kerja (Y)

No. Pertanyaan	r_{hitung}	r_{kritis}	Keputusan
1	0,67	0,05	Valid
2	0,50	0,05	Valid
3	0,60	0,05	Valid
4	0,58	0,05	Valid
5	0,58	0,05	Valid
6	0,56	0,05	Valid
7	0,65	0,05	Valid

Sumber: Data diolah

4.2 Uji Reliabilitas

After the validity test is carried out, the reliability test will then be carried out. Reliability test is intended to ensure that the instrument has consistency as a measuring tool so that the level of reliability can show consistent results. Reliability testing is done using the Cronbach Alpha method. Furthermore, Sugiono said the research instrument was said to be reliable if the Cronbach Alpha value was 0.6 or more. The data was correlated with the help of the SPSS version 25.0 program.

Tabel 5
Hasil Uji Reliabilitas

Variabel	r_i	r_{kritis}	Keputusan
Kepemimpinan (X1)	0,700	0,60	Reliabel
Motivasi (X2)	0,708	0,60	Reliabel
Kompensasi(X3)	0,725	0,60	Reliabel
Kepuasan Kerja (Y)	0,741	0,60	Reliabel

Sumber: Data diolah

The table above shows that from the results of the answers to the questionnaire 12 (twelve) items of leadership statements (X1), 10 (ten) items of motivation statements (X2), 6 (six) items of compensation statements (X3), 8 (eight) items of job satisfaction statements employee (Y) is said to be reliable. This is because Cronbach's Alpha value based on the table above is more than 0.60.

4.3 Uji Asumsi Klasik

4.3.1 Uji Normalitas

In this study, data normality testing used the Kolmogorov - Smirnov test (Kolmogorov-Smirnov Test) by looking at the significance of the resulting residuals and using a normal probability plot graph approach. Detect normality by looking at the spread of data (points) on the diagonal axis of the graph. The results of the data normality test of the residuals obtained are as follows

Tabel 6
Hasil Uji Normalitas Data

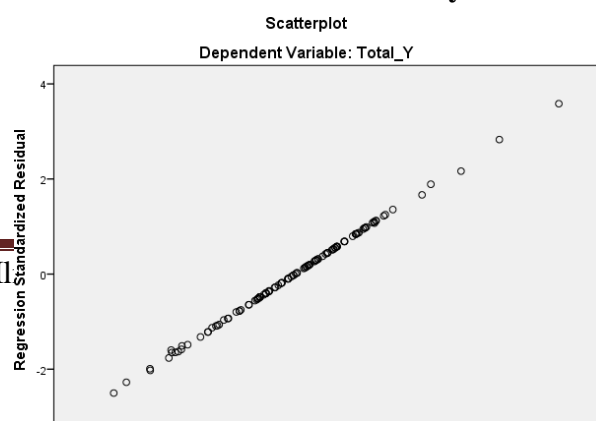
		Unstandardized Residual
N		124
Normal Parameters	Mean	.0000000
	Std. Deviation	1.45802886
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.063
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Sumber : Output SPSS Versi 25.0

Based on the results in Table 4.13 above, it shows that the significant value is above 0.05, which is equal to 0.200. This means that the residual data is normally distributed.

Gambar 1

Grafik Normal Probability Plot



Sumber : Output SPSS Versi 25.0

4.3.2 Uji Heteroskedastisitas

To determine heteroscedasticity can use the Glejser test. The basis for decision making in this test is if the significance value is ≥ 0.05 , it can be concluded that there is no heteroscedasticity problem, but vice versa if the significance value is

Tabel 7
Hasil Uji Heteroskedastisitas
Coefficients^a

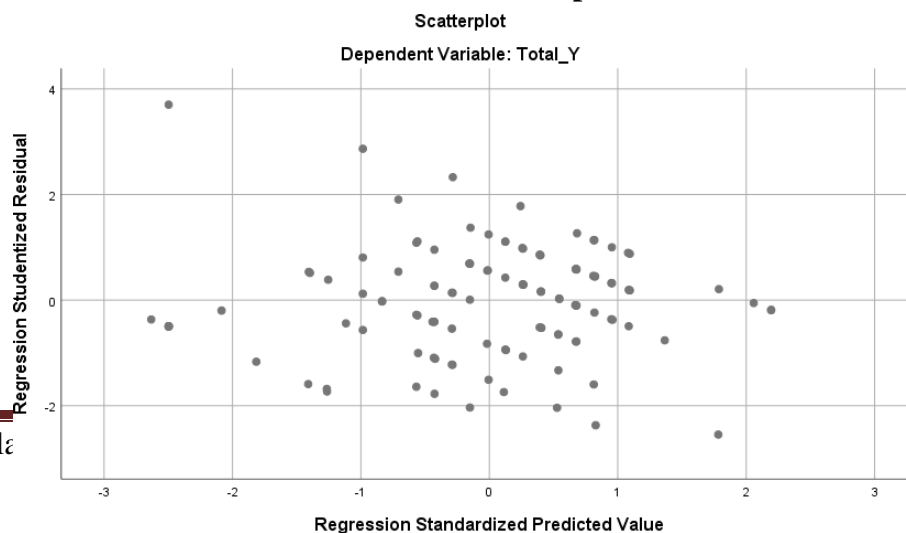
Model	T	Sig
1 (Constant)	0,891	0,375
Kepemimpinan	2,961	0,004
Motivasi	2,386	0,019
Kompensasi	3,585	0

a. Dependent Variable: Kinerja Guru

Sumber : Output SPSS Versi 25.0

The results above are also supported by the results of the graphical analysis, namely the scatterplot graph, the points formed must spread randomly, spread either above or below the number 0 on the Y axis. The results of the heteroscedasticity test using a scatterplot chart are shown in Figure 4.2 below.

Gambar 2
Grafik Scatterplot



Sumber : Output SPSS Versi 25.0

By looking at the scatterplot graph above, it can be seen that the dots are spread randomly, and are spread either above or below the number 0 (zero) on the Y axis. Then it can be concluded that there are no heteroscedasticity symptoms in the regression model used.

4.3.3 Uji Multikolonieritas

This test is intended to see whether there are two or more independent variables that are linearly correlated. If this situation occurs, we will face difficulties in distinguishing the effect of each independent variable on the next variable. To detect multicollinearity symptoms in the research model, it can be seen from the tolerance value or the Variance Inflation Factor (VIF) value. The tolerance limit is > 0.10 and the VIF limit is < 10.00 , so it can be concluded that there is no free multicollinearity. The results of the multicollinearity test in this study are shown in Table 8 below:

Tabel 8
Hasil Uji Multikolonieritas

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Kepemimpinan	0,595	1,682
Motivasi	0,454	2,202
Kompensasi	0,54	1,852

a. Dependent Variable: Kepuasan kerja

Sumber : Output SPSS Versi 25.0

In the results of the above calculations, it is known that the VIF value for the leadership variable is 1.682, motivation is 2.202 and compensation is 1.852. Where the three variables have a value below 10. It can also be seen that the tolerance value of the three variables is more than 0.1, namely for leadership of 0.592, motivation of 0.454 and compensation of 0.540. Based on this, it can be concluded that there is no multicollinearity between variables in the regression model.

4.4 Koefisien determinasi (Adj. R²)

The coefficient of determination (Adj. R²) from the regression results shows how much the dependent variable can be explained by the independent variables.

Tabel 9 Hasil Koefisien Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

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1	,692 ^a	,479	,466	1,476	1,928
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a. Predictors: (Constant), Kompensasi, Motivasi, Kepemimpinan

b. Dependent Variable: Kep_Karyawan 58

Sumber : Output SPSS Versi 25.0

Based on table 4.17. This shows that the coefficient of determination (Adj R2) is 0.466. This means that the contribution of leadership, motivation, and compensation in explaining employee satisfaction is 46.6%, while the remaining 53.4% is explained by variables other than leadership, motivation, and compensation which are not disclosed in this study.

4.5 Uji Hipotesis

4.5.1 Uji Parsial (Uji t)

The results of the equation hypothesis testing partially to see the influence of leadership, motivation, and compensation on employee job satisfaction are shown by the results of the regression calculation as below:

Tabel 10
Uji Parsial

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,032	2,281		,891	,375
Kepemimpinan	,190	,064	,253	2,961	,004
Motivasi	,196	,082	,233	2,386	,019
Kompensasi	,387	,108	,321	3,585	,000

Sumber: Data diolah

Based on the acquisition of data processing with SPSS version 25.0. obtained a significant value in the compensation variable of 0,000, which means that it is smaller than 0.05, so that Ho is rejected or Ha is partially accepted, there is a positive and significant influence between the compensation variable and the job satisfaction of employees at PT. Mitra Karunia Indah.

V. SIMPULAN DAN SARAN

5.1 Simpulan

Following the research that has been done, it can be drawn from the following conclusions:

1. The results of data processing in this study indicate that there is a significant positive influence between leadership on employee job satisfaction is partially significant at 0.0000 <0.05 (significant level). This means that the

success of a company both as a whole and in various groups in a company is highly dependent on the right quality of leadership in the company concerned. Leader behavior is one of the important factors that can affect the level of employee job satisfaction.

2. The results of data processing in this study indicate that there is a significant positive effect between motivation on employee job satisfaction partially with a significant value of $0.0000 < 0.05$ (significance level). This means that there is success in the motivation given between leaders and employees, it will be followed by an increase in employee job satisfaction at PT. Mitra Karunia Indah.
3. The results of data processing in this study indicate that there is a significant positive effect between the compensation given on employee job satisfaction partially with a significant value of 0.0000 .

5.2 Saran

Based on the results of the research and discussion above, the authors provide suggestions for PT. Mitra Karunia Indah, in order to get consideration for related parties for future decision making are as follows:

1. Based on the research results, the variable of leadership with the question "The leader gives the job according to the SOP" has the lowest value. In the company, providing work in accordance with the SOP can help the company's operational activities and make it easier for employees to carry out their work. With SOP, all company activities become orderly and orderly. Employees know what to do, what not to do, and what to do. And for the question "Leaders develop ways to drive employee performance" have top marks. Leaders must further improve their ideas to encourage employee performance to be better than before.
2. Based on the results of research, the motivation variable with the question "Working at this company will guarantee my old age" has the lowest score. The company should be able to provide old age insurance facilities or benefits to employees who have worked for a long time at the company. And for the question "I feel calm at work because the availability of health insurance and accident insurance from the company" has the highest value. Companies should further increase the reimbursement of guarantees available to all employees.
3. Based on the research results, the compensation variable with the question "I receive transport money from the company" has the lowest value. When doing work outside the office or working in the field, the company should give transport money directly, not give transport money seepage. And for the question "I get my monthly salary on time" has the highest value. For 62 in this case the company must maintain to pay every month on time.
4. Based on the employee job satisfaction variable with the question "I always respond positively to the job given by my boss" has the lowest score. In this case, employees should always accept and carry out the job responsibilities assigned by the leadership properly. And for the question "I must support

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the company's vision and mission" has the highest value. All employees must maintain the vision and mission in carrying out the work given by the leadership.

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