



## The influence of leadership, communication and compensation on employee job satisfaction at Pt. triton global maritime

Dwi Aji Yuniarto <sup>1\*</sup>, Ginanjar Suendro <sup>2</sup>, Yani Susetyo <sup>3</sup>

<sup>1</sup> Student, Sekolah Tinggi Ilmu Ekonomi Cendekia Karya Utama Semarang, Semarang, Indonesia

<sup>2-3</sup> Lecturer, Sekolah Tinggi Ilmu Ekonomi Cendekia Karya Utama Semarang, Semarang, Indonesia

\* Corresponding Author: **Dwi Aji Yuniarto**

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### Abstract

An organization has important elements one of which is the human resources or the driving force towards the achievement of objectives that have been agreed in advance. The organization intended in this study is a company that is a container for the human resources both as a leader and employees. Seeing the existence of these employees and able to create a working atmosphere that encourages increased employment satisfaction. Implementation of leadership style, communication behavior and adequate compensation is a very important factor to improve employee satisfaction in order to improve the spirit and work ethic of company employees to achieve the goals and success of the company.

**Keywords:** leadership, communication, compensation, satisfaction of the success of the company

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### 1. Introduction

The development of competitive advantage industries is very important to face fierce competition, both in the domestic market and export markets in the era of globalization and liberalization of world trade. In this regard, it is necessary to improve quality assurance and service of domestic products through the ability to master technology, efficiency through increasing productivity, and the development of related business networks to support the process of specialization activities. Meanwhile, to realize a strong and sustainable production and distribution structure, industrial development includes the development of the entire chain of production and distribution activities from the raw material provider sector, management, to the service sector (primary, secondary and tertiary). In recent years, the maritime industry has experienced challenging times, but analysts are optimistic that things are stabilizing. The improving global economic growth has made the national maritime industry able to grow positively this year. PT. Triton Global Maritime Surabaya is one of the companies engaged in the agency and ship industry and import export with an office in the city of Surabaya. In carrying out its operational activities, as well as other organizations, PT. Triton Global Maritime Surabaya is very dependent on the capabilities of its human resources.

An organization has several important elements, one of which is human resources or driving force towards achieving goals that have been agreed in advance. The organization intended in this study is a company that is a forum for human resources both as leaders and employees. Seeing the existence of these employees, company management needs to pay attention to the interests of employees and be able to create a work atmosphere that encourages job satisfaction.

Job satisfaction is an attitude that arises based on an assessment of the work situation. Job satisfaction reflects a person's feelings towards his job. This is evident in the positive attitude of employees towards work and everything faced in their work environment. As a set of feelings, job satisfaction is dynamic. Job satisfaction in general, concerns a person's attitude regarding his work. Because it concerns attitude, the notion of job satisfaction includes various things, such as cognition, emotions and behavioral tendencies of a person.

One of the hallmarks of a mature group is its willingness and ability to bring existing disputes to the surface so that they can be discussed and provide greater possibilities for resolution. There are many kinds of conflicts that have implications, and if not handled properly will continue to stress and pressure felt by employees and will eventually cause job satisfaction to decrease. In leadership there is a thought, if without leadership a company is a collection of people who are disorganized (chaotic). Effective leadership must be able to provide direction to the efforts of all work in achieving company goals. Without leadership or guidance, the relationship between individual goals and educational goals in the company may become tenuous.

In addition to leadership, effective communication is also needed in an organization. Other factors such as compensation can also support the satisfaction of other employees. Therefore, the author is interested in conducting research and knowing whether leadership, communication and compensation have an effect both partially and simultaneously on employee job satisfaction at PT. Triton Global Maritime and to find out which leadership, communication and compensation have the most dominant influence on employee job satisfaction at PT. Triton Global Maritime.

## 2. Literature Review

### A. Leadership

Leadership style is a consistent pattern of behavior that the leader applies through others, that is, the pattern of behavior that the leader shows when influencing others, such as perceived by others. Style is not a matter of how leaders think about their own behavior in leading, but how others, especially subordinates, perceive the behavior of the leader (Hersey dan Blanchard, 1993).

The leader can be said to be an intermediary. The leader is the intermediary of the shareholder and employees or the intermediary of the board and other employees. As a leader, he should act wisely in solving various problems related to the problems faced by his subordinates. To determine the most effective and perfect leadership style is difficult. Some experts examining leadership styles such as: Mc. Gregor, Lewin, Blake and Moutan say that previous motivational theory research also supports that participatory management approach as ideal. Many management practitioners feel that these concepts make for increased achievement and improvement.

Leadership has been a concern for theorists, researchers, and practitioners. How the leader engenders follower obedience will largely depend on the leadership style used. What is effective for one leader may not be effective for another. The effectiveness of leadership is especially seen from the measure of achievement of one or a combination of these goals. Individuals may view a leader as a wise leader in making a decision in the company so that the leader is said to be effective and ineffective when in terms of satisfaction they get during the overall work experience.

### B. Communication

According to Onong (2001) <sup>[4]</sup> in Husien Umar (2002), it comes from the Latin word, namely *communicatio*, which comes from the word *communis* which means the same, which means the same meaning. Suppose two people are conversing, then their conversation is said to be communicative if both of them in addition to understanding

the language used, also understand the meaning of the material being discussed. In addition, communication is also persuasive. In the process of communication there are stages in which an idea or understanding is sent from its source called the communicator or sender of ideas, until the idea or understanding is carried out by the person who is the target of the communication, called communication or receiver. By understanding the stages of the communication process along with the obstacles that may occur, effective communication will be achieved.

Kenneth Andeson in Rahmadi (1994), describes the factors that contribute to the process of reciprocal communication, as far as the source and receiver of the message are concerned, it needs to be considered are factors: a) knowledge, ideas of thought and purpose; b). Attitudes, beliefs and values; c) needs, desires and goals; d) interests; e) membership and role in the group; f) communication skills and perception of other elements.

### C. Compensation

In an effort to increase employee work productivity, organizational leaders feel the need to provide encouragement to their employees so that they can cause job satisfaction. The means of encouragement provided are in the form of compensation to employees. Determining compensation rates is important for employees, because wages or salaries are often the single biggest cost of government spending. This is also important for employees, because salary is a source of income for employee survival and is one of the influential factors in determining status in the community. Compensation programs are designed to do three things: a) to attract employees who are proficient in their work; b) to motivate employees to achieve high achievements; c) to create a long service period.

According to Simamora (1997) <sup>[9]</sup> compensation includes financial returns and services as well as benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contributions to the organization. The term compensation is often used interchangeably with salary and wage administration; However, the term compensation is actually a broader concept. When properly managed, compensation helps organizations achieve their goals and acquire, maintain and maintain a productive workforce.

### D. Satisfaction

According to Simamora (1997) <sup>[9]</sup> compensation includes financial returns and services as well as benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contributions to the organization. The term compensation is often used interchangeably with salary and wage administration; However, the term compensation is actually a broader concept. When properly managed, compensation helps organizations achieve their goals and acquire, maintain and maintain a productive workforce.

Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what employees receive from their work compared to what they expect, want, and think is appropriate or entitled to. While each employee subjectively determines how the job is satisfying. Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies in him. This is due to differences in each

individual. The more aspects of the job that suit the individual's wishes, the higher the level of satisfaction felt, and vice versa.

Most people think that salary or wages are the main factor to be able to cause job satisfaction. To some extent, this is acceptable, especially in developing countries, where money is a vital need to be able to meet basic daily needs. However, if the community can meet the needs of their family reasonably, then this salary or wage is not the main factor. In accordance with the level of human motivation developed by Maslow, wages or salaries are basic needs.

### E. Conceptual Framework

From the theoretical foundation that has been put forward by the author, it can be concluded that satisfaction can be influenced by communication leadership and compensation in addition to other factors that are not studied by the author.

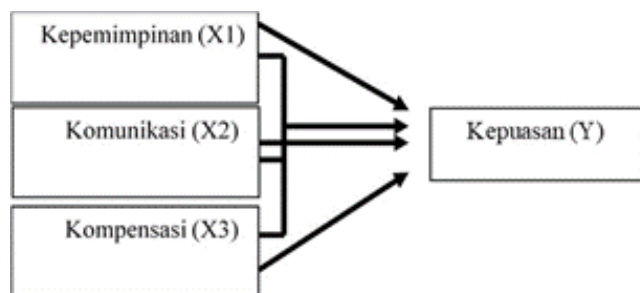


Fig 1: Conceptual Framework

### 3. Research Methods

The research design conducted by the author is exploratory research because it aims to reveal the relationship between research variables and test whether the hypothesis has been formulated before. From the pattern of data collection, this study is included in the Crss Sectional study, because the data collection is done only once (Kerlinger, 2000) [7].

Population is the entirety of the object of study (Arikunto, 2002) [2]. In line with this opinion, Singarimbun (1995) [10] also states that or population or unversum is the entirety of a unit of 44 institutions whose characteristics will be suspected. In this study, the population is employees at PT. Triton Global Maritime Surabaya. The sample is the entire population because it only consists of 41 employees at PT. Triton Global Maritime Surabaya, then taken as a whole as respondents.

The sources used in this study are primary data and secondary data. Primary data are data directly obtained from respondents using questionnaires. Secondary data is data collected and collected from a company. The data analysis techniques used are data validity tests, reliability tests, classical assumption tests, multiple linear regression

### 4. Research Results and Discussion

From the calculation of the moment product correlation technique using SPSS, it was obtained that all of the question items asked to respondents had a high correlation (0.50) with the variable concerned. Thus, it can be said that all measurement indicators used in this study have high validity. As for knowing an item, the statement is said to be valid if there is a significant correlation shown with a significant value of less than 0.50.

Reliability is meant in a study that an instrument can be trusted to be used as a data collection tool because the

instrument is good. A measuring instrument is said to be reliable if we always get the same result from unchanged measurement phenomena said at different times. To measure the reliability of an analysis, coefficients can be used if they are based on data items of the measurement instrument. In the results of the reliability test with the Cronbach Alpha statistical test, it is known that it is said to be reliable when giving a Cronbach alpha value of .0.6.

Table 1: Partial Correlation Coefficient

Variable	Partial Correlation Coefficient
Kepemimpinan (X1)	-0,052
Komunikasi (X2)	0,475
Kompensasi (X3)	0,789

The results of the analysis showed that the dominant variable affected compensation satisfaction (X3) because it had the highest partial correlation coefficient of 0.789. From the results of the analysis that has been carried out by researchers, validity testing results are obtained which states that the tool for collecting data in the form of questionnaires that are compiled already meets the valid or valid requirements. Similarly, reliability so that research can be continued by processing existing data. The value of the coefficient (R) is 0.955 or close to 1 which means the relationship between the independent variable which includes X1 (leadership), X2 (communication) and X3 (compensation) to the dependent variable is strong unidirectional satisfaction. This means that if the independent variable is increased, then the dependent variable i.e. satisfaction will also increase.

The percentage of influence of the independent variable on the dependent variable indicated by the coefficient of simultaneous determination (R<sup>2</sup>) is 0.912 or 91.2%. This means that the rise and fall of the dependent variable, namely satisfaction, is influenced by independent variables which include X1 (leadership), X2 (communication) and X3 (compensation) by 91.2% and the remaining 8.8% is influenced by other variables outside this study. From the partial hypothesis test, it turns out that the independent variables both communication and compensation have a significant effect on increasing satisfaction, while the leadership variable has no effect on satisfaction.

### 5. Conclusion and Suggestion

#### A. Conclusion

**Based on the results of the study, it can be concluded that**

1. The independent variable in the form of communication and compensation has a significant positive partial effect on increasing employee satisfaction at PT. Triton Global Maritime Surabaya. While leadership has a negative effect.
2. The independent variables consisting of leadership, communication and compensation together have a significant effect on satisfaction.
3. The independent variable of compensation is the most influential (dominant) variable on increasing employee satisfaction at PT. Triton Global Maritime Surabaya.

#### B. Suggestions

1. We recommend that the management of the company PT. Triton Global Maritime Surabaya to keep paying attention to the importance of communication and compensation variables because they have been positively proven to

affect employee satisfaction. As for leadership variables, management must give more daily so that it can positively affect satisfaction.

2. Although the compensation variable has the most dominant influence in increasing employee satisfaction, the management of PT. Triton Global Maritime Surabaya in order to continue to improve and pay attention to other variables that can affect employee satisfaction working at PT. Triton Global Maritime Surabaya.

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