

The Relationship between Leadership Style and Corporate Financial Compensation to Employee Job Satisfaction

Hadiansyah Ma'sum^{1*}, Syamsul Hadi Senen²

^{1,2}Universitas Pendidikan Indonesia, Jl. Dr. Setiabudi No.229, Bandung, 40154, Indonesia

*Corresponding e-mail: kanghadiansyah@plb.ac.id

ARTICLE INFO	ABSTRACT
<p>Keywords: Leadership Style; Financial Compensation; Job Satisfaction</p> <p>Received: 11 Nov 2023 Accepted: 18 Dec 2023 Published: 20 Dec 2023</p>	<p>The study aims to determine the effect of leadership style and financial compensation on job satisfaction of employees of PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. The population in this study were all employees within the scope of PT Astra international TBK Toyota Sales Operation (Auto2000) Pasteur Bandung as many as 80 people. Data collection is done by using observation, documentation, interview, and questionnaire methods. The data analysis technique used is multiple regression analysis and Multiple Correlation Coefficient Analysis and Coefficient of Determination Analysis using the IBM Statistical for Product and Service Solution (SPSS) version 21 program. The results of this study indicate that the two independent variables, namely Leadership Style (X1) and Financial Compensation (X2) have a relationship or influence individually or partially and a relationship together or simultaneously on the dependent variable, namely Job Satisfaction. The correlation coefficient of 0.978 is in the interval 0.91-0.99 which indicates the strength of the relationship between the independent variable and the dependent variable is very strongly correlated. The coefficient of determination of 0.965 shows that the independent variable to predict the dependent variable is 96.5%, the remaining 4.4% is influenced by other factors.</p>

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



1. INTRODUCTION

Every company or organization is required to be able to operate as effectively and efficiently as possible to achieve organizational goals because economic growth and development, especially in Indonesia, is increasingly rapid, and competition among entrepreneurs is also getting tighter. This is where the role of the leader greatly affects the success of the organization, in addition to existing human resources. One of the critical managerial aspects of team management is the leadership style applied by a leader (DuBois et al., 2015). Leadership style reflects a leader's approach and attitude towards managing and mobilizing the intellectual resources of his team. An effective leader must choose and apply a leadership style that suits the team's dynamics and needs. There are various leadership styles, ranging from authoritarian to democratic, and leaders need to understand the context and characteristics of the team to choose the most effective style.

Leadership style plays an important role in shaping organizational culture and influences employee motivation, performance, and satisfaction. Leaders who can choose the right leadership style can create a positive work environment, motivate employees, and optimize team productivity (Sougui et al., 2015). For example, transformational leadership styles tend to create strong relationships between leaders and subordinates, focusing on inspiration, motivation, and individual skill development. On the other hand,



situational leadership styles may be more effective in situations where the team faces significant challenges or changes. It is important for a leader to understand that choosing a leadership style that suits the needs and dynamics of a team is a key management skill. The right leadership style can have a significant positive impact on the success of the organization in achieving its goals as well as building a good relationship between the leader and the team. In addition, compensation is also an important factor in efforts to improve employee performance and encourage employee job satisfaction to work better so that company goals can be achieved.

Job satisfaction refers to employees' emotional evaluations of their job. This refers to pleasant or unpleasant feelings arising from their experience in carrying out job duties and responsibilities. Understanding job satisfaction is important in the context of human resource management because it can affect employee motivation, performance, and retention (Ashton 2018). By detailing the factors that influence job satisfaction, organizations can identify the strategies and improvements needed to improve working conditions and increase employee satisfaction.

It is important to recognize that humans, as specific factors of production, have individual needs that play a crucial role in determining job satisfaction. Job satisfaction is not only related to financial aspects but also to psychological and social aspects. Factors such as goal achievement, empowerment, interpersonal relationships, and feeling valued can significantly contribute to employees' job satisfaction. Therefore, management needs to pay attention to and manage these aspects to create a supportive work environment and promote optimal job satisfaction.

There are many human needs, and each human has different needs. These include physiological needs, security needs, social needs, need for appreciation, and self-actualization. Human needs as employees and job satisfaction have an interrelated relationship (Mafini & Dlodlo, 2014); if an employee's needs are met at work, there will be a sense of satisfaction with their job. While job satisfaction greatly affects job performance and work productivity, it reflects a person's feelings about his job. An employee who works with a small or inappropriate salary received, so that it cannot meet their basic needs (clothing and food), and as a result, the employee will feel dissatisfied, which will affect their work results, lazy to come to work.

PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung has high awareness of the importance of compensation programs in managing and maintaining employees effectively and efficiently. The compensation program implemented by the company is a strategy to improve the quality of human resources (HR). The provision of compensation, such as bonus incentives and promotions, is recognized as a key factor influencing the level of employee job satisfaction. Employees who value and recognize their contributions through incentives and promotions tend to have high motivation and morale. Therefore, these compensation programs not only play a role in meeting employees' financial needs but also become a strategic tool in building loyalty and job satisfaction.

However, companies face the challenge of promotion policies, which are not always objective. Unclear criteria or a lack of objectivity in determining promotions can create employee dissatisfaction. This situation becomes more complex when promotions are given to employees who have seniority than to employees who excel. Employees who feel that promotions are not based on personal performance and achievements may feel unfair, which has the potential to cause dissatisfaction and jealousy among fellow employees. Therefore, companies must ensure more transparent and objective promotion policies to minimize internal conflicts and maintain employee job satisfaction.

Employee job satisfaction at PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung is reflected in two main indicators: consistent attendance and high work performance. The regular attendance of employees without delays is a positive sign that they are satisfied with their work environment and tasks. Conversely, employees who often arrive late or even hang around before break



time can be considered a signal of job dissatisfaction. This situation reflects the direct influence of job satisfaction on the level of discipline and responsibility of employees towards their tasks.

Job performance is an important parameter that indicates employee satisfaction. Employees who are satisfied with their jobs tend to show high enthusiasm and passion for work (Burić & Moe, 2020). They have the drive to work more productively, show greater dedication to their tasks, and have an intrinsic motivation to achieve better performance. With this high work ethics, employees not only improve the quality of their own work, but also contribute to the smooth running of the overall work process. These achievements create a dynamic and productive work environment, in which satisfied employees can play an active role in achieving company goals.

A mutually beneficial working relationship between the company and its employees is needed to encourage employee morale. Employees provide good work performance for the progress of the company, while the company provides appropriate compensation for the work performance that employees have assigned to the company. Thus, employees at PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung will obtain job satisfaction with their work. From this explanation, it is clear that the leadership style and financial compensation provided by the company influence employee job satisfaction. Based on the description above, the authors intend to conduct research with the title The Relationship between Leadership Style and Company Financial Compensation to Employee Job Satisfaction.

The relationship between leadership style and a company's financial compensation on employee job satisfaction has been a subject of significant interest in organizational research. Several studies have explored the impact of leadership styles, such as transformational and transactional leadership, on employee job satisfaction (Sumrahadi et al., 2019; Anggraita et al., 2020). Additionally, the influence of motivational factors, organizational culture, and career development on job satisfaction has been investigated (Feri et al., 2020; Sinaga & Wahyanti, 2019). Furthermore, the role of financial compensation, work-family conflict, and turnover intention in shaping employee job satisfaction has also been examined (Komara & Azzahra, 2022; Aftariansyah & Ratnawili, 2023). These studies have contributed to a comprehensive understanding of the multifaceted factors that can affect employee job satisfaction in an organizational context.

Moreover, the relationship between leadership style and employee job satisfaction has been studied across various industries including human resource consulting, insurance, technology, and construction (Anggraita et al. 2020; Feri et al. 2020; Komara and Azzahra 2022; Aftariansyah and Ratnawili 2023; Pratiwi et al. 2023). The diverse range of industries covered in these studies provides valuable insights into how the relationship between leadership style and financial compensation may manifest differently across organizational settings.

In addition, the methodologies employed in these studies, such as path analysis and data collection through Likert-scale questionnaires, have contributed to the rigor and validity of the findings (Feri et al., 2020; Komara & Azzahra, 2022; Ardiansyah et al., 2021). These methodological approaches have enabled researchers to quantitatively analyze and establish relationships between leadership style, financial compensation, and employee job satisfaction.

Therefore, this review aims to synthesize and analyze the existing literature on the relationship between leadership style, financial compensation, and employee job satisfaction. This study seeks to provide a comprehensive understanding of the complex interactions between leadership style, financial compensation, and employee job satisfaction in an organizational setting.



2. METHOD

This research variable consisted of two variables: the independent variable (independent variable) and the dependent variable (dependent variable). The first design of this research is planning, which includes how to choose the problem to be studied and read books or all references related to the problem raised, namely, the problem of leadership style and corporate financial compensation to employee job satisfaction. Second, a preliminary study was conducted by reviewing research locations. Furthermore, the formulation of the problem was determined, and data were collected and analyzed.

2.1 Population and Sample

The population and sample in this study were all employees within the scope of PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung, with as many as 80 people.

2.2 Data Collection Technique

In conducting this research, the authors carried out data collection techniques in the following ways: 1) Documentation, namely, research conducted by collecting documents at PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. 2) Interviews, which are research conducted by asking questions to sources with in-depth knowledge of the variables and research locations. This activity is carried out directly through face-to-face meetings with the sources.

2.3 Analysis Method

The data collected will be analyzed using induction statistical analysis in the following form:

Multiple Regression Analysis

The variables referred to in this case are the independent variables which are usually symbolized by X and the dependent variable which is symbolized by Y. Multiple regression analysis was used to determine the effect of two or more independent variables on one dependent variable.

F Test (Simultaneous Test)

The F test is used to test the significance level of regression coefficients of independent or independent variables included in the model that have a joint influence on the dependent or dependent variable. The F test was used to determine the effect of leadership style (X1) and financial compensation (X2), simultaneously or thoroughly, on employee job satisfaction (Y).

T Test (Partial Test)

A t-test was used to determine the effects of leadership style (X1), financial compensation (X2) and customer satisfaction (Y). The significance level was set at $\alpha = 5\%$. If $t_{count} > t_{table}$, each independent variable has a significant effect on the dependent variable, H_0 is accepted, or H_a is rejected. Conversely, if $t_{count} < t_{table}$, then each independent variable studied has no significant effect on the dependent variable, or H_0 is rejected, H_a is accepted.

Determination Coefficient Test

This multiple linear model shows the results of the contribution to the independent variables together on the dependent variable by looking at the coefficient of determination (R^2). If (R^2) is close to 1 (one), it can be said that the stronger the model, the stronger the relationship between the independent variables and the dependent variable. Conversely, if (R^2) is closer to 0 (zero), the influence of the variables on the dependent variable is weaker.

3. RESULTS AND DISCUSSION

3.1 Results

Analysis of Multiple Linear Regression

Multiple linear regression analysis was used in this study with the aim of proving the hypothesis regarding Pengaruh Gaya Kepemimpinan dan Kompensasi Finansial Terhadap Kepuasan Kerja Karyawan PT. Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. Statistical calculations in multiple linear regression analysis used in this study are with the help of a computer program using the SPSS 21 application. The results of data processing using the complete SPSS program are contained in the appendix of this study and are further explained in Table 1 below.

Table 1. Result of Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.553	0.028		5.401	.000
Leadership Style	.359	.071	.579	5.021	.000
Financial Compensation	.587	.050	.312	11.674	.000

a. Dependent Variable: Job Satisfaction

Source: Data processed, 2023

The analysis of the coefficients in the study reveals insightful information about the impact of independent variables on the dependent variable, job satisfaction. The coefficient values for the independent variables X1 (leadership style) and X2 (financial compensation) are 0.359 and 0.587, respectively. These coefficients signify the magnitude and direction of the relationship between each independent variable and job satisfaction, respectively. Positive values indicate a positive association, suggesting that, as the assessment of leadership style and financial compensation increases, job satisfaction also tends to increase. Moreover, the low probability (significance value of 0.000) associated with both variables indicated that these relationships were statistically significant. This strengthens the evidence that changes in leadership style assessments and financial compensation have a significant impact on job satisfaction.

In practical terms, the results imply that organizations and leaders should pay attention to both leadership style and financial compensation to enhance job satisfaction among employees. A nuanced understanding of how these factors contribute positively to job satisfaction allows organizations to formulate targeted strategies. For instance, adopting effective leadership styles and ensuring competitive financial compensation packages can be considered proactive measures for fostering a more satisfying work environment. Additionally, the quantitative findings provide a basis for future research and organizational decision making, guiding leaders in making informed choices to optimize job satisfaction within their respective contexts.

Simultaneous Regression Test

Table 2. Results of Simultaneous Regression Test ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1152.604	2	576.302	840.698	.000 ^b
	Residual	52.784	77	.686		
	Total	1205.388	79			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Leadership Style; Financial Compensation

Source: Data processed, 2023

The analysis employed an F test to assess the collective impact of all independent variables on the dependent variable, job satisfaction. In this study, the calculated F value was 840.698 and the associated significance level was 0.000, which is less than the conventional alpha level of 0.05. The significance level, often denoted as the p-value, indicates the probability of observing such results by chance. In this context, a p-value of 0.000 suggests that the joint influence of leadership style and financial compensation on job satisfaction is statistically significant. This implies that the variation in job satisfaction can be attributed to the combined effect of these two independent variables rather than random chance alone.

The F-test results provided valuable insights into the overall effectiveness of the model in explaining the variance in job satisfaction. The fact that the F-value is statistically significant reinforces the idea that the relationship between leadership style, financial compensation, and job satisfaction does not occur by random chance. Therefore, the study's model, which includes both independent variables, effectively captures and explains the variation in job satisfaction among employees at PT. Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. This information is crucial for organizational leaders and researchers as it underscores the importance of considering both leadership style and financial compensation collectively when aiming to understand and enhance job satisfaction within the specified context.

The coefficient of determination was used to determine the influence of the independent variables on the dependent variable. The coefficient of determination was determined using the R-squared value.

Coefficient of Determination

Table 3. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.956	.955	.828

a. Predictors: (Constant), Leadership Style; Financial Compensation

b. Dependent Variable: Job Satisfaction

Source: Data processed, 2023

The results of the regression calculation showed that the coefficient of determination (R²) obtained was 0.978. This means that 98% of Job Satisfaction is influenced by Leadership Style and Financial Compensation, while the remaining 2% of Job Satisfaction is influenced by other variables not examined in this study.



3.2 Discussion

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique employed to quantify the extent of influence that each independent variable exerts on the dependent variable, typically with a significance level set at 0.05 or 5%. The coefficient table from this analysis provides insight into the magnitude of the influence and statistical significance of each independent variable. In this study, the coefficients for the independent variables X1 (leadership style) and X2 (financial compensation) were 0.359 and 0.587, respectively. These coefficients indicate the change in the dependent variable (job satisfaction) for every one-unit increase in the independent variable, while holding the other variables constant. With significance values of 0.000 for both variables, the results affirm that the impact of leadership style and financial compensation on job satisfaction is not due to random chance but is statistically significant.

The results of the multiple linear regression analysis affirm that an increase in the assessment of leadership style and financial compensation leads to a significant increase in job satisfaction. This statistical significance underscores the reliability of the relationship between these variables, reinforcing the idea that improvements in leadership styles and financial compensation are associated with positive changes in job satisfaction. The numerical values of the coefficients provide a quantitative understanding of the strength and direction of these relationships, guiding organizational leaders in making informed decisions to enhance employee job satisfaction.

Correlation Analysis (R)

The relationship analysis, as presented in the determination correlation analysis table, provides valuable insights into the strength and nature of the connections between the leadership style (X1), financial compensation (X2), and job satisfaction (Y) variables. A correlation coefficient (r) of 0.978 indicated an exceptionally strong positive relationship between leadership style, financial compensation, and job satisfaction. According to established guidelines for interpreting correlation coefficients, a value of 0.978 falls into the category of "very strong." This signifies that, as the values of leadership style and financial compensation increase, there is a robust and consistent positive correlation with job satisfaction among employees. The high correlation coefficient suggests that variations in leadership styles and financial compensation are closely associated with variations in job satisfaction.

Furthermore, the coefficient of determination (R-squared) is crucial for understanding the proportion of variability in the dependent variable (job satisfaction) explained by the independent variables (leadership style and financial compensation). In this analysis, the R-squared value of 0.956 implies that approximately 95.6% of the variability in job satisfaction can be accounted for by variations in leadership styles and financial compensation. This high R-squared value indicates the substantial predictive power of the model, suggesting that the observed variables effectively explain the majority of the changes in job satisfaction. However, the remaining 4.4% variability suggests that other factors not included in the observed regression model also contribute to job satisfaction. This understanding is crucial for a comprehensive assessment of the factors influencing job satisfaction and guides further exploration of additional elements that might impact employee contentment in the organizational context.

F Test (Simultaneous Test)

The findings from the F-test table underscore the existence of a significant and simultaneous relationship between the leadership style variable (X1), financial compensation (X2), and job satisfaction (Y). The term "linear relationship" implies that as the values of leadership style and financial compensation change, there is a predictable and consistent impact on job satisfaction. A leader's



effective implementation of a suitable leadership style, characterized by task-oriented approaches, supportive behavior, and a focus on work processes, positively contributes to the overall job satisfaction of employees. Simultaneously, a well-structured compensation policy that encompasses various elements, such as salaries, allowances, bonuses, overtime pay, and insurance adds to overall job satisfaction, creating a comprehensive framework for employee contentment.

The holistic impact of leadership style and financial compensation on job satisfaction is crucial in the context of PT Astra International TBK Toyota Sales Operation (Auto2000), Pasteur Bandung. When employees experience a positive leadership approach and are fairly compensated for their efforts, they contribute not only to their job satisfaction, but also to their overall well-being within the organizational setting. This comprehensive approach, encompassing both leadership and financial rewards, fosters a positive work environment in which employees feel valued, motivated, and satisfied with their roles. The findings suggest that the interplay of these factors significantly influences the level of job satisfaction among employees at PT Astra International TBK Toyota Sales Operation (Auto2000), Pasteur Bandung.

T Test (Partial Test)

Partially, it can be explained that leadership style and job satisfaction have a real/significant influence on employee job satisfaction. This can be observed from the probability value of each variable being carried at a significance value of 0.05. The application of a leadership style that is appropriate and expected by employees as in the assessment of the questionnaires distributed that employees agree with the leadership style with the indicator that the leader prioritizes the process over the results because employees are able to make decisions on how to complete their work with their own minds, leading to job satisfaction, which will have an impact on the quality of employee work. Like employee financial compensation, employees expect that incentives and overtime pay policies can improve the quality of employee work and provide space for employees to improve their performance at work so that they are satisfied with their work.

Partial analysis highlights that leadership style and job satisfaction have a significant influence on employee job satisfaction. Emphasis on the probability or significance value of each variable being below the 0.05 value indicates that the relationship between leadership style, job satisfaction, and employee job satisfaction cannot be considered a mere coincidence. The implementation of an appropriate leadership style, as reflected in the questionnaire results showing employees' approval of a leadership style that gives them freedom and emphasizes process over results, provides space for employees to make decisions and manage their work. This positively contributes to employees' job satisfaction and has a positive impact on the quality of the work produced.

In addition, financial compensation also plays an important role in influencing employee job satisfaction. Employees expect that incentives and overtime pay policies will provide extra impetus for improving work quality and achieving higher performance. The room for achievement and recognition through financial compensation encourages employees to work harder, increase productivity and achieve more in their tasks. Therefore, providing financial incentives and fair salary policies contribute positively to employee job satisfaction, creating a supportive work environment and stimulating employees to give their best in their work.

The Relationship of Leadership Style and Financial Compensation to Employee Job Satisfaction

Organization, in the context of management, refers to a form of alliance between two or more people who collaborate and are formally bound by certain norms to achieve predetermined goals. The importance of organization in a business or institutional context is so that activities and efforts can be directed towards achieving common goals in a more structured manner. The formal attachment to shared norms and goals creates a framework that guides the actions of individuals and groups within the organization. A good organizational structure helps in the division of tasks, responsibilities, and coordination so as to achieve effectiveness and efficiency in achieving goals.



Management, on the other hand, is a person's ability or skill in utilizing available resources, funds, and manpower to achieve predetermined goals effectively and efficiently. This managerial ability covers various aspects, including planning, organizing, leading, and controlling. Management plays a role in directing, mobilizing, and managing organizational resources so that they can be used optimally in achieving goals. Therefore, management plays a central role in the process of managing an organization to achieve good performance and ensure the continuity and sustainability of the organization in a constantly changing environment.

From the above definition, it can be assumed that to achieve the goal there must be someone who moves it. This is where a leader is needed to mobilize all existing resources. Leadership in the administration and management process is so decisive that it is often said that leadership is the core of management. One of the supporting factors in increasing job satisfaction is leadership style and financial compensation. The success of an organization both as a whole and as a group in a particular organization, is highly dependent on the leadership contained in the organization. The link with management science is that leadership is an important part of management, especially in the directing function. Leadership is the ability a person has to be able to direct and influence other people or groups to achieve common goals.

Financial compensation is one of the important aspects of human resource management that has a significant impact on employee job satisfaction (Ardiansyah et al., 2021). Research shows that financial compensation has a positive effect on employee motivation. In addition, leadership style also has an important role in influencing employee job satisfaction (Dewi & Surya, 2022). The results showed that transformational leadership style has a positive and significant effect on employee job satisfaction (Priyanto, 2016). Thus, the combination of adequate financial compensation and effective leadership style can make a positive contribution to employee job satisfaction.

Apart from financial compensation and leadership style, other factors such as work motivation also influence employee job satisfaction. Work motivation was found to be a variable that mediates the relationship between financial compensation and employee performance (Ardiansyah et al., 2021). This suggests that work motivation plays an important role in linking financial compensation with employee performance. In addition, job satisfaction also has significant implications for employee performance. Research from Artana & Mujiati (2022) shows that job satisfaction has a positive and significant effect on employee performance. Therefore, job satisfaction can be considered an important variable in influencing employee performance.

In addition to internal variables such as financial compensation, leadership style, work motivation, and job satisfaction, external factors such as work environment can also affect employee performance. Research from Yahya et al. (2022) shows that the work environment has a significant influence on employee performance. Thus, to comprehensively understand the factors that influence employee performance, it is necessary to consider not only internal variables within the organization, but also external factors that can affect employee performance.

Leadership style and financial compensation are closely related to employee job satisfaction in the organization, the more appropriate the leadership style is to the work culture of the organization/company and the provision of appropriate compensation to employees, the better the results of employee performance and provide job satisfaction to employees in the company. Research by Riyadi (2011) shows that financial compensation has a positive influence on employee motivation, while transformational leadership style also has a positive effect on employee job satisfaction. In addition, research by Harahap and Khair (2019) confirmed that work motivation mediates the relationship between leadership, compensation, and employee job satisfaction. Thus, there is a close relationship between leadership style, financial compensation, work motivation, and employee job satisfaction in a company.



Furthermore, the work motivation factor also plays an important role in influencing employee work results. Research by Akbar (2019) emphasizes that providing motivation is an important factor in improving employee work results. This shows that work motivation can be a link between financial compensation, leadership style, and employee job satisfaction. In addition, research by Dewi & Surya (2022) shows that work motivation is also influenced by other factors such as organizational climate. Therefore, to achieve optimal employee job satisfaction, companies need to pay attention not only to financial compensation and leadership style, but also to work motivation factors and organizational climate.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the data analysis conducted, the results showed that: 1) Leadership style affects employee job satisfaction in achieving a predetermined work plan, the factor of a leader who is able to provide direct direction, able to interact well with employees, apply discipline in the work environment and become an example for subordinates will increase job satisfaction which has an impact on the performance of quality employees in each field of work contained in the office of PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. 2) Financial compensation affects employee job satisfaction, financial compensation in the form of salaries in accordance with UMK / UMP, provision of allowances, bonuses and insurance and additional income such as proper overtime pay can increase job satisfaction for each employee at the office of PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung. 3) Simultaneously shows that leadership style and financial compensation have an influence on employee job satisfaction within the scope of the office of PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung.

From the results of the research and discussion and conclusions, several inputs or suggestions are proposed, including: 1) Based on the results of processed research data, it is known that in the leadership style variable, most of 58.8% stated that leaders who prioritize process over results can make employees more enthusiastic and conscientious in their work so that leaders at the PT Astra International TBK Toyota Sales Operation (Auto2000) Pasteur Bandung office set goals and give orders after discussing them with subordinates. Subordinates can make their own decisions about how to carry out the tasks they do. And another 50.0% said that a good leader is a leader who creates a comfortable work situation for the company to provide job satisfaction for employees in carrying out their duties. 2) From the research data, it is known that 63.8% of employees' job satisfaction states that relationships with good coworkers affect employees in carrying out their work, and 57.5% state that the provision of promotions and appropriate jobs provides skills to employees in improving their performance, ability, and awareness of the responsibility for their work. 3) It is recommended that researchers examine the variables of leadership style, financial compensation, and employee job satisfaction in more depth to perfect this research.

REFERENCE

- Aftariansyah, W. and Ratnawili, R. (2023). Pengaruh stres kerja motivasi dan kompensasi terhadap kepuasan kerja karyawan cv. central elektro. (JEMS) Jurnal Entrepreneur Dan Manajemen Sains, 4(1), 237-244. <https://doi.org/10.36085/jems.v4i1.4502>
- Akbar, S. (2019). Analisa faktor-faktor yang mempengaruhi kinerja karyawan.. <https://doi.org/10.31227/osf.io/v62c3>
- Anggraita, B., Dalila, D., Rynaldo, R., & Malahayati, S. (2020). Gaya kepemimpinan, kepuasan kerja, dan intensi karyawan di perusahaan asuransi indonesia. Indonesian Business Review, 3(1), 56-75. <https://doi.org/10.21632/ibr.3.1.56-75>

- Ardiansyah, R., Yustina, A. I., & Shaleh, K. (2021). Determinan motivasi kerja: kompensasi finansial dan gaya kepemimpinan, serta pengaruhnya terhadap kinerja karyawan. *Tangible Journal*, 6(1), 1-15. <https://doi.org/10.47221/tangible.v6i1.154>
- Artana, P. Y. and Mujiati, N. W. (2022). Peran kepuasan kerja memediasi motivasi kerja terhadap kinerja karyawan pt. bank rakyat indonesia (persero) tbk. *E-Jurnal Manajemen Universitas Udayana*, 11(4), 722. <https://doi.org/10.24843/ejmunud.2022.v11.i04.p05>
- Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 175-199. <https://doi.org/10.1080/15332845.2017.1340759>
- Burić, I., & Moe, A. (2020). What makes teachers enthusiastic: The interplay of positive affect, self-efficacy and job satisfaction. *Teaching and teacher education*, 89, 103008. <https://doi.org/10.1016/j.tate.2019.103008>
- Dewi, P. E. R. and Surya, I. B. K. (2022). Pengaruh gaya kepemimpinan, kompensasi finansial, dan iklim organisasi terhadap motivasi kerja karyawan new kuta golf. *E-Jurnal Manajemen Universitas Udayana*, 11(4), 784. <https://doi.org/10.24843/ejmunud.2022.v11.i04.p08>
- DuBois, M., Hanlon, J., Koch, J., Nyatuga, B., & Kerr, N. (2015). Leadership styles of effective project managers: Techniques and traits to lead high performance teams. *Journal of Economic Development, Management, IT, Finance, and Marketing*, 7(1), 30.
- Feri, S., Rahmat, A., & Supeno, B. (2020). Pengaruh motivasi, gaya kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening studi pada pt. champion kurnia djaja technologies. *INOBIIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 4(1), 134-151. <https://doi.org/10.31842/jurnalinobis.v4i1.172>
- Harahap, d. s. and Khair, H. (2019). Pengaruh kepemimpinan dan kompensasi terhadap kepuasan kerja melalui motivasi kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 69-88. <https://doi.org/10.30596/maneggio.v2i1.3404>
- Komara, E. and Azzahra, R. R. (2022). Pengaruh work family conflict, kompensasi, dan pengembangan karir terhadap kinerja melalui kepuasan kerja. *JEBA (Journal of Economics and Business Aseanomics)*, 6(2), 53-71. <https://doi.org/10.33476/j.e.b.a.v6i2.2172>
- Mafini, C., & Dlodlo, N. (2014). The relationship between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a public organisation. *SA Journal of Industrial Psychology*, 40(1), 1-13.
- Priyanto, W. B. (2016). Pengaruh gaya kepemimpinan transformasional dan kompensasi terhadap kinerja karyawan dengan motivasi sebagai variabel intervening (studi pada industri alas kaki pt. bo kyung pasuruan). *Journal of Innovation in Business and Economics*, 7(2), 105. <https://doi.org/10.22219/jibe.vol7.no2.105-114>
- Riyadi, S. (2011). Pengaruh kompensasi finansial, gaya kepemimpinan, dan motivasi kerja terhadap kinerja karyawan pada perusahaan manufaktur di jawa timur. *Jurnal Manajemen Dan Kewirausahaan*, 13(1). <https://doi.org/10.9744/jmk.13.1.40-45>
- Sinaga, H. H. U. and Wahyanti, C. T. (2019). Pengaruh pengembangan karir dan kompensasi terhadap kepuasan kerja karyawan pt pln (persero) uid jateng & d.i yogyakarta. *Jurnal Ilmu Sosial Dan Humaniora*, 8(2), 184. <https://doi.org/10.23887/jish-undiksha.v8i2.21400>



LONTARA
DIGITECH
INDONESIA

Fundamental and Applied Management Journal

E-ISSN: 2988-6341; P-ISSN: 2988-6333

Journal Homepage: <http://journal.lontaradigitech.com/FAMI>



Fundamental and
Applied Management
Journal

- Sougui, A. O., Bon, A. T., & Hassan, H. M. H. (2015). The impact of leadership styles on employees' performance in telecom engineering companies. *Australian Journal of Basic and Applied Sciences*, 8(4), 1-13.
- Sumrahadi, S., Azis, E., Respati, N. P., Kania, I., & Rahmadhanty, A. (2019). Gaya kepemimpinan transformasional, stres kerja, kepuasan kerja, dan turnover intention pada karyawan perusahaan penyedia jasa konsultasi pengembangan sumberdaya manusia. *Jurnal Ilmu Sosial Politik Dan Humaniora*, 2(1), 1-16. <https://doi.org/10.36624/jisora.v2i1.23>
- Yahya, M. A., Ariani, M., Pudjiati, P., & Arywibowo, I. (2022). Pengaruh lingkungan kerja, kompensasi, dan kepemimpinan terhadap kinerja karyawan pt. weststar aviation indonesia. *Jurnal GeoEkonomi*, 13(2), 182-194. <https://doi.org/10.36277/geoekonomi.v13i2.205>