

The Influence of Education and Training, Leadership Style, and Compensation on Job Satisfaction of Islamic Religious Instructors

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ABSTRACT

Low job satisfaction may negatively affect employee behavior, such as the decrease of self discipline and morale. This research aimed to criticize the effect of education and training, leadership style, also compensation in job satisfaction of Islamic Religious Instructors at Kanwil Kementerian Agama Provinsi Sumatera Barat. This study was a quantitative research which used multiple linear regression analysis method. The outcome of the research has indicated that education and training, leadership style, and compensation significantly affected job satisfaction of religious instructors. It was consistent with the previous researches which showed that those Three indicators showed the significant impact on job satisfaction.

This research aims to criticize the Effect of Education and Training, Leadership Style, also Compensation in Job Satisfaction of Religious Instructors. This research applies the path analysis method. The sample taken from this research is 100 religious instructors as the respondents. Furthermore, authors also apply the sampling method of proportional random sampling based on the position level. Thus, the findings discover that education, training and leadership style have a positive and significant effect on compensation from which affecting on job satisfaction of the Religious Instructor. This writing provides evidence for the statement showing the relation between education, training and leadership style towards job satisfactions.

Keywords: *Education and training, leadership style, compensation, job satisfaction.*

1. INTRODUCTION

For organizations, employee job satisfaction is primarily the task of the organizational leadership which needs more attention and fulfillment. On the other hand, for employees, job satisfaction is an individual factor and a means of achieving work productivity. In the scope of human resource management, moreover, job satisfaction factors provide good benefits for the organization / company, employees, and even for the community. Job satisfaction for an employee is an all-important factor because it will also determine a positive attitude towards work.

One of the factors that influence job satisfaction is compensation. According to [1] compensation is all income in the form of money, goods or indirect rewards received by employees as compensation for services provided to the company. The results of [2] study show

that compensation has an effect on job satisfaction. Providing compensation in accordance with the wishes and expectations can affect job satisfaction.

Management should also consider creating favorable compensation and benefit packages that improve the quality of employees which cause them to stay in the organization [3]. Taking an example, a company may provide a series of training for their employees. According to [4], training is a series of activities designed to increase skills, knowledge, experience, or attitude change an individual. Further studies show that compensation is also a factor that is influenced by job satisfaction and employee performance. Compensation is divided into financial compensation consisting of salary, performance fee, incentive payment, overtime payment, and protection program. Whilst, non-financial compensation consists of work. Both elements are related to job satisfaction level increase.

Moreover, education and training also play a necessary role. According to [5] education and training are efforts to develop human resources, especially to develop intellectual and personality abilities. Supporting the previous statement, [6] research results show that training affects job satisfaction, work commitment, and performance. Hence, the provision of effective education and training according to the work of the Religious Instructor will affect perceptions of compensation and job satisfaction.

Another factor that influences job satisfaction and compensation perspectives is leadership style. Leadership is the ability that a person has to influence other people to work to achieve goals or targets [7]. Not stopping on influencing, it is also an activity. Leaders are peoples who are able to influence the behavior and actions of their subordinates to achieve a goal. Leaders who are able to direct their members to achieve good work results can be done through compensation. [8] research results show that compensation and leadership affect satisfaction work. According to Kazmi [9] positive human resource management practices such as staffing, training, performance appraisals, and compensation systems are ways of leaders expressing their individual considerations towards employees. The conclusion is, a leader must have influence over his subordinates. A good and influential leader is required to behave in line with the ideas of job satisfaction and compensation standard.

Many employees complain that the compensation received was not in accordance with the effort and outgoing costs while on duty. The compensation was even unreasonable as it couldn't be able to fulfill their daily needs. It's really not fair that the compensation should ideally be balance with what was spent, so that it can lead to satisfaction.

The results of interviews with employees indicated that the current salary received was not in proportion with their workload. A lot of work and a high workload make employees expect more reasonable compensation. Therefore, it is necessary to consider the appropriate policies to increase satisfaction.

1.1. Job Satisfaction

[10] explain that job satisfaction is a positive emotional state from evaluating a person's work experience, job dissatisfaction will arise when these expectations are not met. According to [11] job satisfaction is "an effectiveness or emotional response to various aspects of work". According to [12] job satisfaction is "a general attitude towards a person's job

which shows the difference between the number of awards received by workers and the amount they believe they should receive". Furthermore, according to Newstrom, job satisfaction is the favorableness or unfavorableness with an employed view of their work. Wexley and Yukl define job satisfaction as the way employees feel themselves or their jobs [13] Based on aforementioned notions, it can be concluded that job satisfaction is the attitude and feelings of employees and workers towards the work they do, their work environment, the received rewards and an assessment of the results of their work. It can be feelings of pleasure, displeasure, comfort or discomfort.

Job satisfaction is influenced by several things, including wages, promotion opportunities, work environment and more. According to [14], job satisfaction is influenced by the company's compensation management. Furthermore, the results of [2] study show that satisfaction is influenced by employee motivation and job satisfaction. Then the results of [15] job satisfaction can also be influenced by the training provided to employees and organizational commitment. Another factor that renews employee job satisfaction based on the results of [16] is the factor of leadership, especially transformational leadership. From those studies, three basic factors that influence job satisfaction are: Leadership Style, Education and Training, and Compensation.

1.2. Compensation

Compensation is a broad term related to the financial rewards received by people through their employment relationship with an organization. According to [1] compensation is all income in the form of money, goods or indirect rewards received by employees as compensation for services provided to the company. Furthermore, according to [17] compensation is defined as a reward system. According to [18] it is something that employees receive as a substitute for their service contribution to the organization. Furthermore, according to [14] compensation is an important instrument for the attraction and retention of talented employees who are dedicated to their responsibilities in the company. To limit, the definition of compensation in this study is the compensation that employees receive directly such as basic salary, allowances, awards and others.

Compensation is one of the factors that affect job satisfaction. Based on the theory of self-determination which explains that a person has a tendency towards growth and intrinsic motivation, it requires satisfaction

in three aspects of psychological needs; linkages, competence, and autonomy. It can be seen that satisfaction is the fundamental need of growth. In many social environments including the workplace, external regulations or stimuli including compensation, supervision, goals, and leadership are used to encourage desired behavior [19]. Both intrinsic and external stimuli are working in line with job satisfaction.

Not only satisfaction, compensation also affects job decisions. [20] research results show that compensation, either directly or indirectly, affects job satisfaction. Furthermore, the results of [14] show that the management of the compensation given by the company has an impact on job satisfaction. In line with the impact of [2] research, it shows that compensation has an effect on job satisfaction. Then the results of [21] show that compensation has an effect on job satisfaction.

1.3. Leadership Style

Leadership has different meanings to different people [22]. Leading is an act of influencing and directing one's behavior to achieve certain goals. Leadership is defined as the ability to move or motivate a number of people to simultaneously carry out the same activities and aim to achieve their goals. then, what is important from leadership is the influence and effectiveness of a leader's power. If one wants to influence the behavior of others, then leadership activities must be relevant.

There is a relation between leadership style and compensation. Leadership style can affect compensation. Leaders who direct members to achieve good work are usually entitled to compensation. Based on social exchange theory, wages or compensation can be considered as an exchange in which employees receive economic rewards from their leaders [23]. According to [24] leadership styles such as transformational and transactional leadership styles have an impact on employee performance and also by other factors such as compensation, motivation, and others. Moreover, according to [25], one of the leadership styles such as transformational leaders pays attention to individual and personal differences in development and growth needs and then provides the necessary resources to help employees realize their dreams. Positive human resource management practices such as staff training, performance appraisals, and compensation systems are ways in which leaders express their individual considerations for employees.

1.4. Education and Training

Education and training according to [26] is an effort to maintain, increase the ability, capacity and professionalism of employees. This is important because of the methods used by the organization to maintain public employees in the organization and at the same time improve the skills of employees resulting in their performance improvement. According to [6] training is a process in achieving organizational goals by attracting and retaining employees, and also for managing them effectively.

The training organization appointed to carry out education and training activities usually combines the activities of both. The unit that handles employee training is commonly called the Pusdiklat (Center for Education and Training) which is located at national level. On the other hand, at the regional level we know Badiklat (the Education and Training Office). Training can be viewed as a form of investment. Therefore, sending staff for training is beneficial and important for the institution in the future. The more developed your staff, the more developed the institution will be.

Employees compare the input (effort, experience, education, and competence) with the output (reward) in their work. Based on the theory of equity (equity theory) by J. Stacey Adams, it explains that equity theory refers to employees' perceptions of fairness in return. It focuses on the individual's feelings about how fairly he has been treated in comparison to others. The essence of equity theory is money, seen as the most important gift in an organization. So, employees try to balance the received rewards by comparing between their efforts and others in similar situations before getting satisfied with their job [27]. In this theory, education and training are input for an employee to get fair and proper compensation. In addition, Becker's human capital theory identifies several employee attributes such as investment in training, formal education, on-the-job training and work market experience related to employee compensation [28].

2. METHODS

This research is a quantitative research using multiple linear regression analysis method. This method is a statistical analysis that looks at the impact of the variables that depend on the independent variables. The sample taken from this research is the Islamic Religion Extension at Kanwil Kementerian Agama Provinsi Sumatera Barat with as many as 100 respondents. The

sampling technique is proportional random sampling based on the rank.

This study uses a questionnaire instrument that is circulated to respondents via google form with a closed question / statement model with alternative answers in the form of a Likert scale. Then, the indicators used in this study were adopted from previous studies. Job satisfaction is measured by satisfaction with pay, satisfaction with promotion, satisfaction with co-workers, satisfaction with supervisors, and satisfaction with work itself [29]. Compensation is measured by fair compensation and appropriate compensation [30], [1]. Education and training are measured by developing knowledge, developing skills / skills, and changing attitudes[30]. Leadership style is measured by task-oriented leadership, relationship-oriented leadership, change-oriented leadership, diversity-oriented leadership, and integrity-oriented leadership [19].

3. RESULT AND DISCUSSION

The criteria for the questionnaire respondents indicate their demographics. Total of 46 people (46%) of respondents were male and 54 people (54%) of respondents were female. Then, the highest frequency of The age of the respondents ranged from 41-50 years as many as 63 people (63%). Furthermore, there are 21 people who have over 50 years of age (21%). Respondents who have an age range of 31-40 years are 16 people (16%). These results show that the respondents are predominantly aged 41-50 years.

Furthermore, 68 respondents (68%) were at the undergraduate level. Respondents with S2 education level were 30 people (30%). Furthermore, the respondents with the DI-DIII level are 2 people (2%). These results indicate that the respondents are dominated by S1 / equivalent education.

Regression analysis is a statistical technique that is useful for testing and modeling direct relationships between variables. Multiple regression is often used to solve the problem of regression analysis that results in the relationship of two or more independent variables. Multiple linear regression equation model as follows :

$$Y' = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Information:

Y' = predicted influence value

a = constant or number value X = 0

b = regression coefficient

X = value of dependent variable

The independent variables in this study were compensation, education and training, and leadership style. While the dependent variable is job satisfaction. This analysis method uses the SPSS program. To assess the accuracy of the sample regression function in estimating the actual value, it can be measured from the value of the T statistic, the value of the F statistic and the value of the termination coefficient.

Table 1. Multiple Linear Regression Results

Pengaruh	Koefisien Regresi	Std. Error	t hitung	Sig.	Ket
(Constant)	0,660	0,171			
Education and training towards compensation	0,194	0,056	3,437	0,001	Signifikan
Leadership style towards compensation	0,201	0,053	3,795	0,000	Signifikan
Compensation towards job satisfaction	0,441	0,070	6,297	0,000	Signifikan
	F-hitung = 117,235				
	R Square = 0,779				

From these calculations, the research results are described as follows:

$$Y = 0,660 + 0,194 X_1 + 0,201 X_2 + 0,441 X_3 + \varepsilon$$

- a. The constant value of 0.660 indicates that education and training, leadership style, and compensation if the value is 0 job satisfaction has a value of 0.660.
- b. The coefficient value of X1 (β_1) is 0.194 with a positive value. This means that for every 1-time increase in education and training, job satisfaction will increase by 0.194 with the assumption that the other variables are constant.
- c. The coefficient value of X2 (β_2) is 0.201 with a positive value. This means that for every 1 time increase in leadership style, job satisfaction will increase by 0.201 assuming the other variables are constant.
- d. The coefficient value of X3 (β_3) is 0.441 with a positive value. This means that for every 1-time increase in compensation, job satisfaction will increase by 0.441 with the assumption that the other variables are constant.

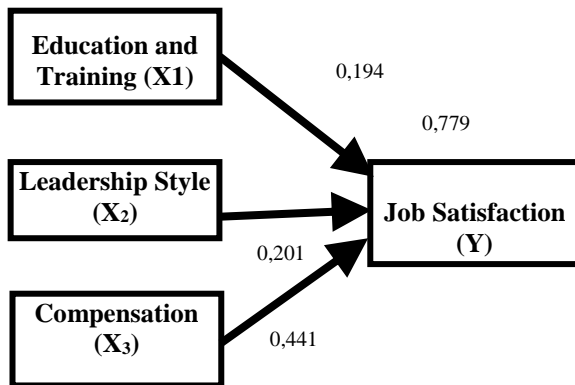


Figure 1 Final Result of Research Model

Based on the final results of multiple linear regression analysis shows that education and training (X1), leadership style (X2), and compensation have a significant effect on job satisfaction (Y). And the result of hypothesis tested are:

- a. Hypothesis 1: Education and training have a significant effect on compensation.

- b. The first hypothesis states that education and training have a positive and significant effect on job satisfaction. Based on the results of the calculation of the regression coefficient shows the coefficient value of 0.194 and obtained t count of 3.437 at a significance of 0.001 < 0.05 then H0 is rejected and H1 is accepted. This shows that the first hypothesis which states that education and training has a positive and significant effect on job satisfaction of Islamic Religious Counselors at Kanwil Kementerian Agama Provinsi Sumatera Barat, is accepted.
- c. Hypothesis 2: Leadership style has a positive and significant effect on job satisfaction .
- d. The second hypothesis states that leadership style has a positive and significant effect on job satisfaction. Based on the results of the calculation of the regression coefficient shows the coefficient value of 0.201 and obtained t count of 3.795 at a significance of 0.000 < 0.05 then H0 is rejected and H4 is accepted. This shows that the second hypothesis which states that leadership style has a positive and significant effect on job satisfaction of Islamic Religious Counselors at Kanwil Kementerian Agama Provinsi Sumatera Barat, is accepted.
- e. Hypothesis 3: Compensation has a positive and significant effect on job satisfaction.
- f. The third hypothesis states that compensation has a positive and significant effect on job satisfaction. Based on the results of the calculation of the regression coefficient shows the coefficient value of 0.441 and obtained t count of 6.297 at a significance of 0.000 < 0.05 then H0 is rejected and H3 is accepted. This shows that the third hypothesis which states that compensation has a positive and significant effect on job satisfaction of Islamic Religious Counselors at Kanwil Kementerian Agama Provinsi Sumatera Barat, is accepted.
- g. Hypothesis 4: Education and training, leadership style, and compensation simultaneously have a positive and significant effect on job satisfaction.
- h. The fourth hypothesis states that education and training, leadership style, and compensation simultaneously have a positive and significant effect on job satisfaction. Based on the results of the F test calculation shows the calculated F value of 117,235 at a significance of 0.000 < 0.05, then H0 is rejected and H4 is accepted.

This shows that the fourth hypothesis which states that education and training, leadership style, and compensation simultaneously have a positive and significant effect on job satisfaction, is accepted.

3.1. Theoretical Implication and Discussion

Effect of education and training on compensation according to the results of the multiple linear regression showed that education and training have a positive and significant effect on the compensation of Islamic Religious Instructors at Kanwil Kementerian Agama Provinsi Sumatera Barat. It means the first hypothesis is accepted. The better the education and training provided by Kanwil Kementerian Agama Provinsi Sumatera Barat, the better the perception of the Islamic Religious Instructors on the compensation they receive.

Management have to plan a total compensation scheme that does not only involve compensation variable but other variables that related to compensation. Training alone is not enough to retain employees. Management should also consider creating favorable compensation and benefit packages that improve the quality of employees and make them stay in the organization [3]. According to [31] the What is achieved in the training is to increase the competence of employees to the best of their ability and prepare them to compete. that will come. If employees feel the benefits of the education and training they receive, it will improve their perception of the compensation received.

The results of this study confirm the equity theory by J. Stacey Adams which explains employees' perceptions of fairness in rewards. This theory focuses on individual feelings about how fairly they are treated compared to others. The essence of equity theory economic rewards which also consider as the important gift. Usually, employees try to balance the rewards received by comparing what they receive for their extended efforts with what others received in similar situations before getting satisfaction with their job [27]. In this theory, education and training are input for an employee to get fair and proper compensation. It shows the relation between; education and training towards economic compensation received by employees.

This study also confirms Becker's human capital theory which identifies several employee attributes

such as investment in training, formal education, on the job training and labor market experience related to employee compensation [28]. This shows that there is an effect of education and training on compensation.

The influence of leadership style on compensation. The outcome of the study using multiple linear regression analysis method at Kanwil Kementerian Agama Provinsi Sumatera Barat. According to the outcome, the second hypothesis is answered. This means that the better the leadership at Kanwil Kementerian Agama Provinsi Sumatera Barat, the better the perception of the Islamic Religious Extension Officer on the compensation received.

Leadership style can affect compensation. Based on social exchange theory (social exchange theory), wages or compensation can be considered as an exchange in which employees receive economic rewards from other actors, such as their leaders [23]. Leaders who are able to direct their members to achieve good work results can be done through compensation. [8] research results show that compensation and leadership affect job satisfaction and, in turn, affect the performance of HR managers. According to [24] leadership styles such as transformational and transactional leadership styles have an impact on Employee performance is influenced by transformational and transactional leadership styles, such as compensation, motivation, and others.

By using multiple regression analysis shows that compensation has a high effect on job satisfaction. This means that the third hypothesis is answered. This means that the compensation received by Islamic Religious Instructors at the Regional Office of the Ministry of Religion of West Sumatra Province has a positive effect on their performance.

Compensation affects job decisions. [32] research results show that compensation, either directly or indirectly, affects job satisfaction. Furthermore, the results of [14] research show that management compensation provided by companies affects job satisfaction. Then [21] in his research states that compensation has results on job satisfaction.

This research supports the theory of self-determination which explains that a person has a desire for prosperity that meets psychological aspects, namely healthy social interactions, intellectuals, and rewards in the form of compensation, supervision, goals, and leadership [19]. That is, compensation can be a factor that can affect job satisfaction.

4. CONCLUSION

These results provide several managerial implications. First, Kanwil Kementerian Agama Provinsi Sumatera Barat needs to improve policies or education and training programs provided to Islamic Religious Instructors at Kanwil Kementerian Agama Provinsi Sumatera Barat. Education and training must be able to increase knowledge, expertise, and change in attitudes of Islamic Religious Instructors at Kanwil

Kementerian Agama Provinsi Sumatera Barat. Thus, the education and training provided can be beneficial for them resulting in their improved perspective towards compensation. In other words, it can be such an investment for the institution.

Second, it can improve leadership styles such as task-oriented leadership, relationship-oriented leadership, and diversity-oriented leadership. Leadership in accordance with the wishes of the Islamic Religious Instructors at Kanwil Kementerian Agama Provinsi Sumatera Barat can make them comfortable in working so that their perception of the compensation received is better. Third, in increasing the satisfaction of Islamic Religious Instructors at Kanwil Kementerian Agama Provinsi Sumatera Barat, they can improve the compensation policy provided. The compensation given must be fair enough which can affect the job satisfaction level for the institution's employees.

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