



Pay System in Improving Job Satisfaction

Arlen Mardayanti^{1*}, Hapzi Ali², Ahmad Syukri³, Kasful Anwar Us⁴, Afif Fuadi⁵

¹Postgraduate Doctoral Student, UIN Sulthan Thaha Saifuddin, Jambi, Indonesia, email: mardayantiarlen@gmail.com

²Lecturer of Economic and Business Faculty, Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, email: hapzi.ali@gmail.com

³Postgraduate Director, Sulthan Thaha Saifuddin State Islamic University Jambi, Indonesia, email: syukri@gmail.com

⁴Lecturer of Postgraduate, Universitas Islam Negeri Sulthan Thaha Jambi, Indonesia, email: kasfulanwarus@uinjambi.ac.id

⁵Lecturer Faculty of Tarbiyah and Teacher Training, Universitas Islam Negeri Sulthan Thaha Jambi, Indonesia, email: amiraafifa2606@gmail.com

*Corresponding Author: Arlen Mardayanti¹

Abstract: This article discusses and analyzes the influence of the pay system, organizational culture and leadership style on job satisfaction, as an additional insight for teachers and prospective teachers so they can understand the things that affect job satisfaction. The method of writing this Literature Review article uses library research methods sourced from online media such as Google Scholar, Mendeley and/or other academic online media. The results of this article are: 1) the payroll system has an effect on job satisfaction; 2) organizational culture influences job satisfaction; and 3) leadership style influences job satisfaction. In addition to these 3 exogenous variables that affect endogenous variables in job satisfaction, there are many other factors including the work environment, working conditions, job security.

Keywords: Payroll, Organization Culture, Leadership Style

INTRODUCTION

Human Resources in this case are educators/employees who are the most important element in an organization to determine the success or failure of the organization in achieving the goals that have been set. This is because employees are one of the important assets needed by the organization to carry out operational processes. Teacher job satisfaction is a phenomenon that needs to be looked at by organizational leaders. Employee job satisfaction is closely related to employee performance. Someone who is satisfied with his job will have high motivation, commitment to the organization and work participation so that they will continue to improve their performance. Job satisfaction is a set of employees' feelings about whether their job is enjoyable or not. (Lijan, 2016)

Malayu P. Hasibuan added, job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. Employees will feel satisfied at work if the work and individual aspects support each other so that it can be said that job satisfaction relates to one's feelings about whether or not the employee's work is pleasant. Other components that affect job satisfaction usually consist of awards given to employees, communication, relationships with superiors and co-workers, working conditions, security and others. Job satisfaction is dynamic, which means it continues to develop depending on the expectations that exist in the work environment.

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities felt in accordance with individual wishes, the higher the satisfaction with these activities. Thus, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work. Employees who are satisfied with their jobs are happy to do their jobs and strive to continuously improve their abilities and skills, whereas employees who are dissatisfied with their jobs tend to see work as boring and boring, so they will do their jobs forcedly and carelessly. random.

Employee dissatisfaction with the job at work can also result in employees leaving a job. To avoid this and so that employees feel satisfied at work, the organization should think about solutions to problems or causes experienced by employees. In this case the payroll system can be one of the solutions to provide satisfaction and prosperity for employees. So this article will discuss the factors that influence specifically the variables that influence teacher job satisfaction, namely Pay Roll, Organization Culture, and Leadership Style, on Teacher's job satisfaction, by an Institution education

Based on the background, the problems that will be discussed can be formulated in order to build hypotheses for further research, namely:

1. Does Pay Roll affect teacher job satisfaction?
2. Does Organization Culture affect teacher job satisfaction?
3. Does Leadership Style affect Teacher job satisfaction?

LITERATURE REVIEW

Pay Roll

Salary is a fixed financial compensation paid to professional employees every month. Compensation is also the provision of direct and indirect remuneration in the form of money or goods to employees as compensation for services provided to the company (Riyanto, Adila, & Ali, 2017). The definition of salary according to Hasibuan (1999:133) is: Remuneration paid periodically to employees who are permanent and have a definite guarantee. Simamora (2004: 445), explains that: "Wages are usually related to hourly salary rates (the longer the hours worked, the greater the pay). Wages are the most frequently used pay base for production and maintenance workers (blue collar workers). Meanwhile, salary generally applies to weekly, monthly and yearly pay rates (regardless of the length of working hours).

A similar opinion was also expressed by Gitosudarmo (1995: 299) who stated the meaning of salary is: "Rewards given by employers to employees, whose receipts are routine and fixed every month even if they do not come to work, the salary will still be received in full." With another opinion, according to Wukir, salary is a form of remuneration in the form of money given to employees for the work that has been done. Salary payments can be made monthly, weekly or daily (Ridwan, Mulyani, & Ali, 2020).

Coupled with Indonesian law regulation Number 24 of 2011 concerning the Social Security Administering Body "Salary or Wages are workers' rights received and expressed in the form of money as from employers to workers who are determined and paid according to a work

agreement, agreement, or statutory regulations. invitations, including benefits for workers and/or services that have been or will be performed". Meanwhile, according to Veitzal Rivai (2008: 360) salary is remuneration in the form of money received by employees as a consequence of their position as an employee who contributes energy and thoughts in achieving company goals. Or it can also be said to be a fixed payment that someone receives from their membership in a company (Ali, Hadibrata, & Buchori, 2016).

Based on the theory that has been put forward, what is meant by payroll/salary is fixed compensation as remuneration which is a definite guarantee and full compensation in the form of giving money. The author can conclude based on the previous explanation that the payroll system is a regular relationship and is related to one another, there is data management in a unitary device and in the form of an activity mechanism in the payment of fixed compensation as remuneration which is a definite guarantee and full compensation in the form of giving money (Ashshidiqy & Ali, 2019).

Organization Culture

Organizational culture itself is an integral part of the organization's internal environment because the cultural diversity that exists within an organization is as large as the number of individuals in an organization. In general, an organizational culture is strongly influenced by external organizational factors, especially the members of the organization. Where basically the members of the organization also bring the culture from the environment in which they live. So when entering an organization it is not certain that the cultures brought from the environment in which they live are appropriate and liked by other members of the organization (Hasyim & Ali, 2022).

According to Stoner (Waridin and Masrukhin, 2006) culture (culture) is a complex combination of assumptions, behavior, stories, myths, metaphors and various other ideas that become one to determine what it means to be a member of a particular society. (Abdul Hakim et al, 2015). Organizational culture or corporate culture is often interpreted as values, symbols that are understood and obeyed together, owned by an organization so that members of the organization feel one family and create a condition where members of the organization feel different from other organizations. Organizational culture is a system of meanings, values and beliefs held together in an organization which is a reference for action and distinguishes one organization from another (Arif Musthofa & Ali, 2021).

Therefore it is necessary to unify the perception of a culture that is born or developed together which is mutually agreed upon and carried out together to achieve organizational goals. According to Tampubolon, an organization requires a culture which is a collection of general perceptions of all employees as members of the organization, which is used as a system that combines several notions that are explicitly considered as definitions of organizational culture (Fauzi & Ali, 2021).

Leadership Style

Each school principal has a leadership style/model in managing educational institutions. This difference is based on different experiences, abilities, and ages. Wirawan suggests there are five leadership styles, namely: a) Autocratic; In this leadership style, the leader has absolute power, while his subordinates do not have the freedom to use their power; b) Paternalistic; In this leadership style, leaders are considered as parents and subordinates are considered as children who need to be guided towards maturity; c) Participatory or gotong royong; This leadership style assumes that leaders and followers must actively participate in planning, implementing and evaluating results; d) Democratic; Democratic leadership style is leadership that always prioritizes group interests over individual interests; and e) Laissez fair/ free rein

(accept done); This leadership style is likened to a leader as if riding a horse that releases both horse reins (Salam, Rifai, & Ali, 2021).

Leadership is the process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals. Leadership or leadership is an applied science of the social sciences, because the principles and formulas are expected to bring benefits to human welfare (Ali, Djamaluddin, & Hadibrata, 2016). Goetsch & Davis in their book Introduction to Total Quality Management defines Leadership as the ability to inspire people to make a total, willing, and valuation commitment to accomplishing or exceeding organizational goals. The definition of interpreting leadership (Leadership) is the ability to inspire people to have a total desire, voluntary commitment to achieve targets and even exceed organizational goals. The important word in this definition according to Goetch is "inspire" which means motivation that has been internalized within every member of the organization so that willingness and commitment grow from within them (Bratha, 2022).

Ngalim Purwanto who stated that leadership is a collection of a series of abilities and personality traits, including authority, to be used as a means in order to convince those he leads so that they are willing and able to carry out the tasks assigned to them willingly and enthusiastically, there is inner joy and feel not forced (Richardo, Hussin, Bin Norman, & Ali, 2020). Based on the verse above, we can understand that a leader is in charge of giving instructions to his subordinates about goodness and the right things in their activities. In the leadership of educational institutions, in this case the head of the School, he must have competence, namely managing good teaching and learning situations, so that teachers can teach and students can learn well (Khaira, Saputra, & Syarief, 2022).

Teacher’s Job Satisfaction

According to Colquitt, job satisfaction is the level of pleasant feelings obtained from the assessment of one's work or work experience. Job satisfaction is not only related to direct income, but also aims to get non-material rewards as the results achieved from production activities or work (Saputra, 2023). Sondang P Siagian revealed that the discussion on job satisfaction needs to be preceded by an assertion that the problem of job satisfaction is not a simple matter, both in terms of the concept and in terms of analysis, because "satisfaction" has various connotations. Nevertheless, it is still relevant to say that job satisfaction is a person's perspective, both positive and negative, about his work (Saputra & Sumantyo, 2022).

Wallen and Hollenback explain that job satisfaction is a pleasant feeling resulting from the perception of the fulfillment of a job or the appreciation of the possibility of fulfilling important work (Sondang, 2012). From the description above it can be synthesized that teacher job satisfaction is the good feeling of a teacher in a more professional direction, in career, salary, and profession, rank or position (Saputra, Khaira, & Saputra, 2023).

Table 1: Relevant Previous Research Results

No	Author (year)	Previous Research Results	Similarities to this Article	Difference with this article
1.	Akhwanul Akmal et.al (2015)	The results of the multiple correlation test between compensation and job satisfaction has a strong relationship of 0.777, the results of the determination test show that independent variables (basic wages, THR, and incentives) able to explain the dependent variable (job satisfaction) of 60.4%.	The influence of pay roll on the same variable, namely teacher job satisfaction.	What makes the difference is examining in more detail through the indicators.
2.	(Elmi, Ali, Ridwan, &	The Influence of organization culture, intention to life on Teacher job	The Effect of organization	The difference is that this research focuses more on

	Pratiwi, 2020)	satisfaction.	culture on Variable Y, job satisfaction.	pedagogical elements, not in general
3.	(Faeni, Faeni, Hidayat, & Oktaviani, 2019)	Leadership has a direct effect on job satisfaction without being mediated by work motivation.	The effect of leadership style related to job satisfaction.	What makes the difference is the special variable, namely Leadership style

METHODS

The method of writing this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from the Google Scholar online application, Mendeley and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory in nature, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

The Influence of Pay Roll on Teacher Job Satisfaction

The payroll system will have a huge impact on increasing teacher job satisfaction. With the increase in teacher job satisfaction, the teacher's motivation to teach and educate students at school is getting better so that the goals of education are achieved. The results of research from (Akhwanul Akmal, Ihda Tamini, 2015) reveal that compensation is very important for employees because big or small is a reflection or measure of the value of the employee's own work. Compensation can influence employee job satisfaction. The greater the compensation received, the higher the job satisfaction owned also the better. This can be seen from the enthusiasm of the employees in the work finish the job (Nofrialdi, Saputra, & Saputra, 2023).

Compensation is all income in the form of money or goods either directly or indirectly received by employees as compensation for services rendered given to the company. Job satisfaction is one of the psychological aspects that reflects a person's feelings towards his work. The type of data used in the research This is primary data and the data sources used are internal and external data (Ali, Saputra, & Mahaputra, 2023).

Population and the samples studied were Gayamakmur Mobil Medan employees, totaling 60 people with saturated sampling technique. Data collection methods are interviews, questionnaires, and observation. Indicator what is used from the compensation variable is the basic wage, Religious Holiday Allowance (THR), and incentives while the indicators of job satisfaction variables are the work itself, co-workers, and salary.

The hypothesis of this study is that there is a positive and significant effect between compensation and employee job satisfaction. The analytical method used is descriptive analysis method, statisticsparametric, multiple regression analysis. The results show that the validity test on each item the statement is valid, the reliability test on the statement is reliable, the multiple correlation value is equal to 0.777 which means there is a strong relationship, analysis of the coefficient of determination of 0.604, and results t-test shows the effect of compensation, namely basic wages and incentives on satisfaction work partially while THR has no effect partially (D. S Widodo, 2017).

The Influence of Organization Culture Teacher Job Satisfaction

In research (Steven Set Xaverius Tumbelak et al, 2016) Organizational Culture has a significant effect on po-positive on job satisfaction, then Culture Organization and job

satisfaction influence positive significant to Organizational Commitment sational. Organizational Culture and Satisfaction Work has no significant negative effect towards Intention to Leave (Saputra, Mahaputra, & Maharani, 2023).

Commitment Organizational significant negative effect towards Intention to Leave. Found too indirect influence between Cultures Organization towards intention to leave through Organizational Commitment and Influence not directly between Organizational Culture against Organizational Commitment through Satisfaction Work. Indirectly organizational culture positive significant effect on commitment organizational men mediated by satisfaction san work. It means a strong organizational culture and acceptable and well executed by employees will increase satisfaction employee work, which can then be increase organizational commitment (Djoko Setyo Widodo & Silitonga, 2017).

The results of the analysis of the direct effect of variables organizational culture on intention to leave will show insignificant results however, organizational culture can matter negative significant to intention to leave indirectly if through commitment organizational as a mediating variable that relationship (Hermawan & Arifin, 2021).

The Influence of Leadership Style on Teacher Job Satisfaction

In research (Dewi Suryani Harahap et.al, 2019), it can be argued that based on the the purpose of this study was to determine and analyze the influence of leadership and compensation on job satisfaction through work motivation. The research method used is exploratory research, where variables are measured using a Likert scale. The data collection method was carried out in the form of a questionnaire.

The research was conducted using a validity sample of 30 people taken from a total population of 145 people, while the research sample used a saturated sample. Data processing uses SPSS version 24 software with descriptive analysis, classic assumption test and data analysis using path analysis. The results of the study show that leadership has a significant effect on work motivation.

Compensation has a significant effect on work motivation. Leadership has a significant effect on Job Satisfaction. Compensation has no significant effect on job satisfaction. Work motivation has no significant effect on job satisfaction. Leadership has a direct effect on job satisfaction without being mediated by work motivation. Compensation has a direct effect on job satisfaction without being mediated by work motivation.

Conceptual Framework

Based on the problem formulation and discussion above, the researcher determines the conceptual framework as follows:

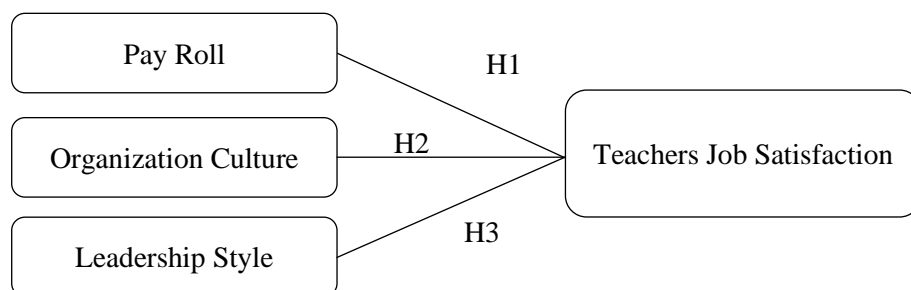


Figure 1. Conceptual Framework

Payroll, Organizational Culture and Leadership Style influence Teachers Job Satisfaction. There are other factors that influence teacher job satisfaction, which can be used for further research, namely:

- 1) Workload: (Mahaputra & Saputra, 2021), (Hermawan, 2021), (Sudrajat & Setiyawati, 2021), (Rosdiana & Haris, 2018), (Hutomo et al., 2020), (Elfahmi, Solikin, & Nugraha, 2020).
- 2) Work Environment: (Pasaribu et al., 2022), (Gunawan, Suroso, & Syarief, 2022), (Akbar & Hakimam Thamrin, 2020), (Kasman & Hamdani, 2021).
- 3) Wages: (Wijayanti et al., 2020), (Widayati, Widjaja, & D, 2019), (Anwar & Muhammad Havidz Aima, 2020), (Dinova & Herawati, 2020).

CONCLUSION

Based on the discussion above, the conclusions of this study are as follows:

1. The influence of the payroll system on teacher job satisfaction, is very influential, this can be seen from a good payroll system that will help increase teacher job satisfaction in a better direction.
2. The influence of organizational culture on teacher job satisfaction, is very influential, this can be seen in positive organizational culture which increases teacher enthusiasm in teaching and educating.
3. The effect of leadership style on teacher job satisfaction, has an effect, with a transformative leadership style owned by the school principal will provide satisfaction for the teacher.

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