

The Influence of Work, Salary and Colleagues on the Job Satisfaction of Teachers

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Abstract

This study aims to analyze the effect of work, salary, and co-workers on teacher job satisfaction at SMK Swasta Budi Setia Kota Medan. The research employed a quantitative approach with an associative research design. Data were collected through questionnaires distributed to 60 teachers as respondents. Multiple linear regression analysis was used to test the hypotheses, and the data were processed using SPSS Version 20. The results indicate that the work variable has a positive but not significant partial effect on job satisfaction. Meanwhile, salary and co-worker variables have a positive and significant partial effect on job satisfaction. Simultaneous testing reveals that work, salary, and co-workers collectively have a positive and significant effect on teacher job satisfaction. The coefficient of determination shows that 80.5% of the variation in job satisfaction can be explained by the three independent variables, while the remaining 19.5% is influenced by other factors outside the research model. The findings imply that schools should improve compensation systems and foster supportive workplace relationships to enhance teacher job satisfaction.

Keywords: Work, Salary, Co-Workers, Job Satisfaction.

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Introduction

Human Resources are a potential from within humans that are used to realize their role as social beings who are able to manage themselves and others to achieve welfare and balance in life. The existence of human resources in a company plays a very important role. The business world is now required to create employees with high potential to achieve the company's development and goals. The company's goals do not only depend on modern equipment, facilities and complete infrastructure, but rather depend on the people who carry out the work. Human resources in all forms and potentials are the main factors that form competitive advantage and are the key to business progress in the future, therefore increasing job satisfaction is very important for companies that run the business.

As we all know, in this millennial era, many young entrepreneurs have emerged to create businesses that are crowded today, one of which is a business in the culinary sector. Along with the proliferation of this culinary business, entrepreneurs certainly have many competitors in the culinary field as well, they are required to have their own characteristics with much more interesting concepts and ideas, therefore culinary entrepreneurs must be able to maintain quality and good service to consumers so that they can continue to develop the business and at the same time preserve Indonesia's culinary heritage. One way to be able to survive among the many competitors in the culinary business is to recruit and retain employees who are proficient in their fields. The company always expects its employees to have achievements and hopes that their employees are happy and satisfied with their work, because having employees who are outstanding and satisfied with the work they have will make an optimal contribution to the company.

An employee or individual doing work generally aims to get job satisfaction from the company where he works, there are many aspects in job satisfaction, one of which is job satisfaction factors that can change job satisfaction to a worker which can be caused by work, salary, and co-workers, among others. Work itself is a state in which employees find interesting tasks, opportunities to learn and opportunities to take responsibility for their work. Based on his research, Luthans found that work and autonomy are two important factors in employee motivation. Work itself is a major source of satisfaction. Job satisfaction will be achieved if there is a match between the skills possessed, the desires of the employees and the work done and the existence of freedom.

High employee job satisfaction is an important thing for the company to achieve, therefore companies also need to pay attention to the suitability between salaries and the competencies of their employees. Salary is a reward in the form of money that an employee receives as a consequence of his status as an employee who contributes to achieving the company's goals, or it can also be said to be a fixed salary received by a person because of his position in the company. Salary is an important factor in job satisfaction, with wages and salaries, employees will be able to meet their physical, social, and selfish needs so as to obtain job satisfaction from their position. Indicators that determine salary are "salary levels, compensation, salary increases, and payroll structure and administration".

Employees want wages and promotion policies that they perceive to be fair and in line with their expectations. When wages are seen as fair based on job demands, individual skill levels, and community wage standards, satisfaction is more likely to result. Promotions provide opportunities for personal growth, more responsibility, and enhanced social status. Therefore, individuals who perceive that promotion decisions are made fairly, are more likely to experience satisfaction in their work.

Private Vocational School Budi Setia Medan City as one of the private educational institutions is required to be able to create a work environment that supports teacher job satisfaction. Teacher job satisfaction is an important factor because it is related to the quality of learning, commitment to the school, and the achievement of educational goals. Therefore, it is necessary to conduct research to analyze the influence of work, salary, and co-workers on the

job satisfaction of teachers at the Budi Setia Private Vocational School in Medan City so that it can be considered for the school in improving the welfare and quality of its human resources.

Literature Review

Human resources are an important asset in an organization because they play a role in achieving the goals that have been set. In the world of education, teachers are the main resource that determines the success of the learning process and the achievement of educational goals. Therefore, effective human resource management is indispensable to increase job satisfaction and teacher performance. According to Hasibuan (2020), human resources are the integrated ability of the thinking and physical power of individuals to achieve organizational goals effectively and efficiently.

Job satisfaction is one of the important factors that affect individual behavior and performance in an organization. According to Robbins and Judge (2021), job satisfaction is a person's positive feelings about their job that results from the evaluation of various job characteristics. Teachers who have a high level of job satisfaction tend to show better commitment, motivation, and responsibility in carrying out their duties as educators. On the other hand, low job satisfaction can have an impact on declining work morale and learning quality.

One of the factors that affect job satisfaction is the job itself, a job that provides opportunities to learn, grow, and have a clear level of responsibility will increase an individual's job satisfaction. Work that is in accordance with the teacher's abilities and competencies will create a sense of pride and give meaning to the profession being carried out. However, in practice, there are still teachers who feel that the tasks and responsibilities given are not fully able to provide optimal opportunities for self-development. One of the factors that affect job satisfaction is the job itself. According to Bakker and Demerouti (2023), jobs that provide job resources such as learning opportunities, competency development, autonomy, and constructive feedback can increase individual motivation and job satisfaction. Work that is in accordance with the teacher's abilities and competencies will create a sense of pride and give meaning to the profession being carried out. The opportunity to develop themselves through work can also increase teachers' attachment and comfort at work. However, in practice, there are still teachers who feel that the tasks and responsibilities given are not fully able to provide optimal opportunities for self-development.

In addition to the work itself, the salary factor is also a very important aspect in shaping job satisfaction. Salary is a reward for the services provided by the organization to employees for the contribution that has been given in achieving the organization's goals. A salary that is fair and in accordance with the workload will increase motivation and job satisfaction. On the other hand, the mismatch between salary and job responsibilities can cause dissatisfaction that has an impact on decreasing teacher morale.

In addition to the work itself, the salary factor is also a very important aspect in shaping job satisfaction. According to Maulana et al. (2025), salary is a form of financial compensation given by the organization as a reward for the contribution of employees in achieving organizational goals. A payroll system that is fair, transparent, and in accordance with the workload can increase employee motivation, loyalty, and job satisfaction. On the other hand, the mismatch between the salary received and job responsibilities can cause dissatisfaction, lower work morale, and have an impact on individual performance. The findings of the study also show that salary has a positive and significant influence on job satisfaction, so decent compensation is one of the important factors in creating a productive and conducive work environment.

Another factor that is no less important in increasing job satisfaction is the relationship with colleagues. According to Almeida et al. (2020), social support from colleagues is a social resource that can increase job satisfaction through the creation of positive interpersonal relationships in the organizational environment. This support can be in the form of emotional assistance, information, cooperation, or attention given between employees in carrying out

work. Garmendia et al. (2023) added that peer support can increase job satisfaction while reducing emotional fatigue experienced by employees. In addition, Pratama et al.'s (2024) research proves that peer support has a positive and significant effect on job satisfaction. Therefore, harmonious working relationships, good communication, and strong cooperation between teachers will create a conducive work environment so that it can increase job satisfaction. Conversely, a lack of support and communication between colleagues can trigger conflicts that have an impact on decreased job satisfaction.

Research Methodology

This study uses a quantitative approach with an associative research design that aims to analyze the influence of salary and colleagues on teacher performance through job satisfaction as an intervening variable at Budi Setia Private Vocational School Medan City. The quantitative approach was chosen because this study focuses on objectively measuring the relationship between variables through hypothesis testing using numerical data. The research was carried out at the Budi Setia Private Vocational School, Medan City, with a population of 60 teachers. The sampling technique uses the saturated sample method, so that all members of the population are used as research samples. Thus, the number of samples in this study is 60 teachers. The research data consisted of primary data obtained through the distribution of questionnaires to respondents. The research instrument used a five-point Likert scale used to measure the variables of salary, co-workers, job satisfaction, and teacher performance. In addition to questionnaires, supporting data was obtained through observation and interviews to strengthen the information obtained from respondents.

The independent variables in this study are Salary (X^1) and Colleagues (X^2), the intervening variable is Job Satisfaction (Z), while the dependent variable is Teacher Performance (Y). The operational definition of variables is compiled based on indicators that have been developed from previous theories and research. Data analysis is carried out with the help of SPSS software. Before hypothesis testing, a data quality test was carried out which included validity and reliability tests. Next, a classical assumption test was carried out consisting of normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was carried out using multiple linear regression analysis, partial test (t test), simultaneous test (F test), and determination coefficient (R^2) to determine the amount of contribution of independent variables to dependent variables. To test the role of the job satisfaction variable as an intervening variable, a mediation analysis was used through a bootstrapping approach on the Structural Equation Modeling-Partial Least Squares SPSS Version 20 model.

In this study, the analysis method used is quantitative analysis, to calculate and also estimate quantitatively several factors together. To determine the feasibility of the items in a list of questions (questionnaire) that will be presented to the respondents, it is necessary to test the validity of each question greater than ($>$) 0.30, then the question item is considered valid". The minimum requirement to qualify is whether each question is valid or not, by comparing it with r -critical = 0.30. And to find out the stability and consistency of the respondents in answering the items related to the question construct prepared in the form of a questionnaire. The reliability of a variable construct is said to be good if it has a *Cronbach's alpha value* greater than ($>$) 0.60". The classical assumption test is a test of statistical assumptions that must be met in linear regression analysis based on *ordinary least square* (OLS). The data normality test was carried out before the data was processed based on the proposed research models. The normality test aims to find out whether the disruptive or residual variable has a normal distribution". For this normality test, a histogram image and a P-P Plot were used.

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. This test was carried out by looking at the *value of tolerance* and *variance inflation factor* (VIF) from the analysis results using SPSS. If the *tolerance value* is $<$ 0.1 and VIF is $>$ 10, there is a multicollinearity problem. And if the *tolerance value* is $>$ 0.10 or VIF $<$ 10, it is concluded that there is no multicollinearity". The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from one residual

observation to another. The way to detect this is by looking at the presence or absence of a certain pattern on the *Scatterplot* graph between SRISED and ZPRED, where the Y axis is the predicted Y axis, and the X axis is *the residual* (Y prediction – Y is actually Y) that has been *studentized*.

Multiple linear regression analysis aims to predict how the state (ups and downs) of dependent variables (criteria), when two or more independent variables as predictive factors are manipulated (their values are raised and lowered). So multiple linear regression analysis will be performed if the number of independent variables is at least 2. The t-test is basically used to significantly test how much the relationship between one independent variable (X) individually affects in explaining the variation of the bound variable (Y) by a significant level of 5%. Determinant coefficients are used to measure how capable the model is in explaining bound variables. If the value is close to 1, then the free variable is getting closer to the relationship to the bound variable or it can be said that the use of the model is justifiable

Hypothesis testing was carried out to find out whether Work has a significant effect on Job Satisfaction and whether Salary and Colleagues have a strong influence on Job Satisfaction. The Likert scale table used in the questionnaire measurement is as follows.

Table 1. Likert Scale

No.	Answer Criteria	Score
1	Strongly agree	5
2	Agree (S)	4
3	Neutral (N)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

The research instrument uses a questionnaire that is compiled based on the indicators of each research variable. The measurement of respondents' answers was carried out using the five-point Likert Scale. According to Sugiyono (2021), the Likert Scale is used to measure the attitude, opinion, and perception of a person or group towards a social phenomenon. In this study, the highest score was given to the answer "Strongly Agree" with a score of 5 and the lowest score was given to the answer "Strongly Disagree" with a score of 1. Introduction to Research Diagrams.

Work relationships between teachers need to be fostered, so that teachers can cooperate with each other and help in achieving school goals. Teachers who feel happy with their assignments and are friendly with others show a harmonious work atmosphere. A good coworker will encourage a person to work better and be positive such as having satisfaction at work. The conceptual framework in this study can be seen in Figure 1.1 below:

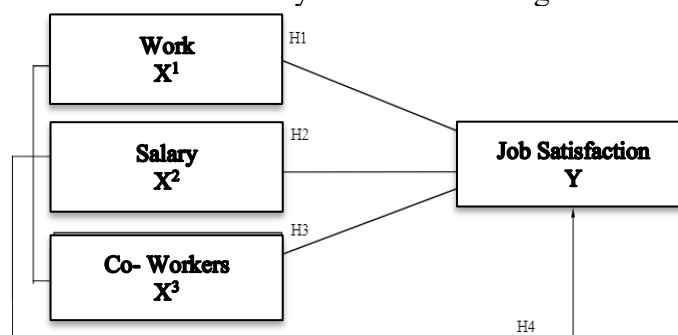


Figure 1. Conceptual Framework

A hypothesis can be interpreted as a temporary answer to a research problem, until proven through the collected data. It is said to be provisional because the provisional answer is only based on relevant theories, it is not yet based on empirical facts obtained through data collection. So that the hypothesis can also be stated as a theoretical answer to the formulation of the research problem, not an empirical answer. Based on the conceptual framework, the hypotheses that can be put forward in relation to these problems:

Results

The results of the study showed that the variables of employment, salary, and colleagues had a close relationship with teacher job satisfaction at the Budi Setia Private Vocational School in Medan City. Multiple linear regression analysis showed that the three variables were able to explain the variation in job satisfaction by 80.5%, while the remaining 19.5% were influenced by other factors outside the research model, such as working conditions, personality suitability, leadership, and other organizational factors. The high determination coefficient value shows that the research model has a good ability to explain changes in teacher job satisfaction. The following is presented to test the validity of the questionnaire items given to the respondents and the tabulation of the respondents' answers and variables used as follows:

Table 2. Work Validity Test

No	Research Variables	Questionnaire Items	Corrected Item-Total Correlation		Results
			Calculation	Table	
1	Work (X ¹)	P1	0.780	0.300	Valid
		P2	0.749		Valid
		P3	0.662		Valid
		P4	0.582		Valid
		P5	0.677		Valid
		P6	0.618		Valid
		P7	0.747		Valid
		P8	0.625		Valid

The results were obtained that the number of research samples was $n = 35$, so that the r -value of the table was 0.300. Thus, it can be concluded that all items in the work variable (X¹), have met the validity requirements, namely $r_{\text{count}} > r_{\text{table}}$. Therefore, the research indicators can be used to measure the variables of this research and are declared valid.

Table 3. Salary Validity Test

No	Research Variables	Questionnaire Items	Corrected Item-Total Correlation		Results
			Calculation	Table	
2	Salary (X ²)	P1	0.780	0.300	Valid
		P2	0.749		Valid
		P3	0.662		Valid
		P4	0.582		Valid
		P5	0.677		Valid
		P6	0.618		Valid
		P7	0.747		Valid
		P8	0.625		Valid

The results were obtained that the number of research samples was $n = 35$, so that the r -value of the table was 0.300. Thus, it can be concluded that all items in the salary variable (X²), have met the validity requirements, namely $r_{\text{calculate}} > r_{\text{table}}$. Therefore, the research indicators can be used to measure the variables of this research and are declared valid.

Table 4. Co-Workers Validity Test

No	Research Variables	Questionnaire Items	Corrected Item-Total Correlation		Results
			Calculation	Table	
3	Co-Workers (X ³)	P1	0.741	0.300	Valid
		P2	0.634		Valid
		P3	0.687		Valid

P4	0.745	Valid
P5	0.655	Valid
P6	0.755	Valid
P7	0.805	Valid
P8	0.813	Valid

The results were obtained that the number of research samples was $n = 35$, so that the r -value of the table was 0.300. Thus, it can be concluded that all items in the Colleague variable (X3), have met the validity requirements of $r_{\text{count}} > r_{\text{table}}$. Therefore, the research indicators can be used to measure the variables of this research and are declared valid. The results were obtained that the number of research samples was $n = 35$, so that the r -value of the table was 0.300. Thus, it can be concluded that all items in the Job Satisfaction variable (Y), have met the validity requirements, namely $r_{\text{count}} > r_{\text{table}}$. Therefore, the research indicators can be used to measure the variables of this research and are declared valid.

The results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and does not have a slope to the left or right. then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points for the buying interest variable are spread around the diagonal line so that the data has been distributed normally. From the two figures above, it can be concluded that after the data normality test was carried out, the data for the variables of work (X1), salary (X2), colleagues (X3) and job satisfaction (Y) were distributed normally.

To find out whether or not there is multicollinearity in the regression model, it can be seen from the magnitude of the Tolerance and VIF (*Variance Inflation Factor*) values through SPSS with existing provisions.

**Table 5. Multicollinearity Test
Coefficients a**

Model	Unstandardized Coefficients		t	Say.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
1 (Constant)	2.485	2.603	0.954	0.347		
Influence of Work	0.007	0.132	0.053	0.958	0.451	2.217
Salary	0.766	0.147	5.198	0.000	0.346	2.892
Co-Workers	0.322	0.124	2.596	0.014	0.455	2.196

Based on the results of the multicollinearity test presented in the table, it is known that the work variable (X1) has a Tolerance value of 0.451 and a Variance Inflation Factor (VIF) value of 2.217. Furthermore, the salary variable (X2) showed a Tolerance value of 0.346 with a VIF value of 2.892, while the co-worker variable (Y) also had a Tolerance value of 0.346 and a VIF value of 2.892. The results showed that all the analyzed variables had a Tolerance value greater than 0.10 and a VIF value less than 10. This condition indicates that there is no high correlation relationship between the study variables so that the regression model used is free from the symptoms of multicollinearity. Thus, each variable is able to provide different information in explaining the dependent variable and fulfills one of the classical assumptions of regression. Therefore, it can be concluded that the variables of employment, salary, and colleagues are feasible to use in the regression analysis because no multicollinearity problems were found that could affect the accuracy of the test results of the research model.

Based on the results of the partial test (t-test) that has been carried out, it can be known the influence of each independent variable on the variable of job satisfaction. The work variable showed a tcal value of 0.053 which was smaller than the ttable value of 2.042, and had a significance level of 0.958 which was greater than 0.05. These results indicate that the work variable has a positive influence on job satisfaction, but this influence is not statistically significant. Thus, work has not been able to make a meaningful contribution to increasing employee job satisfaction. Therefore, the first hypothesis (H1) that states that work has an effect on job satisfaction is rejected, while the null hypothesis (H0) is accepted.

Furthermore, the salary variable obtained a tcal value of 5.198 which is greater than the ttable value of 2.042 with a significance level of 0.000 which is smaller than 0.05. These results show that salary has a positive and significant effect on job satisfaction. The better the salary level that employees receive, the higher the level of job satisfaction felt. The large value of tcal shows that salary is one of the important factors that affect job satisfaction in this study. Based on these results, the second hypothesis (H2) is accepted and the zero hypothesis (H0) is rejected, so it can be concluded that salary has a significant influence on job satisfaction.

Meanwhile, the co-worker variable had a tcal value of 2.596 which was greater than the ttable value of 2.042 with a significance level of 0.014 which was smaller than 0.05. These findings show that coworkers have a positive and significant effect on job satisfaction. Harmonious working relationships, good communication, and effective cooperation between colleagues can increase employee comfort and satisfaction in carrying out their work. Therefore, the third hypothesis (H3) that states that co-workers have an effect on job satisfaction is acceptable, while the null hypothesis (H0) is rejected.

Overall, the results of the partial testing showed that of the three variables studied, the salary and co-worker variables were shown to have a positive and significant influence on job satisfaction, while the employment variables showed only positive but not significant influences. These findings indicate that the compensation factor and the quality of relationships between colleagues are more dominant aspects in increasing job satisfaction compared to the work factor itself. As such, organizations need to pay greater attention to a fair pay system and create a work environment that supports cooperation and good interpersonal relationships to increase employee job satisfaction.

Based on the results of the simultaneous test (F test) presented in the table, an Fcal value of 47.912 was obtained with a significance level of 0.000. In this study, the number of samples used was 35 respondents, so that the degree of freedom (df) = $n - k = 35 - 4 = 31$ was obtained. With a significance level of 5% ($\alpha = 0.05$), a Ftable value of 2.91 was obtained. The test results showed that the Fcal value of 47.912 was much greater than the Ftable value of 2.91, and the significance value of 0.000 was smaller than 0.05. This condition indicates that the regression model used in the study is feasible and able to explain the relationship between independent variables and dependent variables as a whole.

The findings prove that the variables of work (X1), salary (X2), and co-workers (X3) together (simultaneously) have a positive and significant influence on job satisfaction (Y). This means that changes that occur in these three variables will collectively affect the level of employee job satisfaction. The better the working conditions provided, the more appropriate the salary received, and the more harmonious the relationship with colleagues, the higher the level of job satisfaction felt by employees. Therefore, it can be concluded that the fourth hypothesis (H4) which states that work, salary, and co-workers simultaneously affect job satisfaction is accepted, while the null hypothesis (H0) is rejected. These results show that these three variables are important factors that together contribute to increasing employee job satisfaction in the research object.

R Square 0.805 which can be called the coefficient of determination which in this case means that 80.5% job satisfaction can be obtained and explained by work, salary and co-workers. While the remaining $100\% - 80.5\% = 19.5\%$ is explained by other factors or variables outside the model, such as work conditions, personality suitability and others. The results of

this study show that feelings show a positive but not significant effect on job satisfaction. Work variables showed a positive but not significant effect on job satisfaction (value of the coefficient $t_{\text{calculated}} < t_{\text{table}}$. $0.053 < 2.042$ at a significant $0.958 > 0.05$). So the previous hypothesis (H_1) was rejected. The highest respondents' opinion was on the question of employees having a sense of responsibility for their work with the highest score, which was as many as 17 respondents with a percentage of 48.6%. and employees who received jobs that were interesting enough to do had the highest score, namely 16 respondents with a percentage of 45.7%. The results of this study show that salary shows a positive and significant effect on job satisfaction. Salary variables show a positive and significant effect on job satisfaction (value of the coefficient $t_{\text{calculated}} > t_{\text{table}}$. $5,198 > 2,042$ at a significant $0.000 < 0.05$). So the hypothesis (H_2) was previously accepted. The highest respondents' opinion was on the question of employees having received bonuses comparable to overtime working time had the highest score, namely 24 respondents with a percentage of 68.6% and employees who had received a fair salary had the highest score of 18 respondents with a percentage of 51.4%.

The author concludes that if the above theory is directly proportional to the results of this study, it answers the fundamental problem in the attitude of employee responsibility towards the awareness of the work they do and likewise by providing a job that is quite interesting for employees, this has an impact on the level of employee job satisfaction which will occur in the future. The author concludes that if the theory above is directly proportional to the results of this study, answering the fundamental problem of salary is the priority of employees to get satisfaction at work, where if employees receive bonuses that are proportional to overtime and get a fair salary, employees will feel satisfaction at work.

The results of this study show that co-workers have a positive and partially significant effect on job satisfaction. The co-worker variable showed a positive and significant effect on job satisfaction (value of the coefficient $t_{\text{calculated}} > t_{\text{table}}$. $2,596 > 2,042$ at a significant $0.014 < 0.05$). So the previous hypothesis (H_3) was accepted. The highest respondents' opinion was on the question of employees having implemented a family atmosphere in the work environment with the highest score, namely as many as 19 respondents with a percentage of 54.3% and employees already had a strong contribution to the success of the team, which had the highest score, namely 17 respondents with a percentage of 48.6%. The author concludes that if the theory above is directly proportional to the results of this study, answering the fundamental problems in colleagues is a factor that causes an employee to feel satisfied at work, which if the family atmosphere in the work environment and has a strong contribution to the success of the team provides job satisfaction for employees.

The results of this study show that work, salary and co-workers have a positive and significant effect simultaneously on job satisfaction. The variables of work (X_1), salary (X_2) and co-workers (X_3) together (simultaneously) had a positive and significant effect on job satisfaction (Y) (coefficient value $F_{\text{calculated}} > F_{\text{table}}$ $47,912 > 2.91$ at significant $0.00 < 0.05$). So the hypothesis (H_4) was previously accepted. The highest respondents' opinion was on the question of employees receiving jobs that were quite challenging, having the highest score, which was as many as 19 respondents with a percentage of 54.3% and employees applying a friendly and supportive attitude when working had the highest score, which was as many as 19 respondents with a percentage of 54.3%. Based on the results of the research conclusions that have been carried out, it is recommended to the Private Vocational School Budi Setia Medan City for teachers to increase their sense of responsibility for their work, it is hoped that the company will provide bonuses that are proportional to overtime working time, and employees should apply a friendly and supportive attitude so that in this way employees can achieve satisfaction at work.

The results of the research on work are in line with the theory put forward by Luthans which states that work is interesting, provides learning opportunities, and allows individuals to take responsibility for their tasks can increase job satisfaction. However, in the context of the Budi Setia Private Vocational School in Medan City, the work factor has not become the

dominant factor because teachers may prioritize aspects of economic welfare and social relations in the work environment.

In contrast to the work variable, the salary variable has been proven to have a positive and significant effect on teacher job satisfaction. The test results showed that the tcount value of 5.198 was greater than the ttable of 2.042 with a significance value of 0.000 smaller than 0.05. This finding proves that the better the payroll system implemented by the school, the higher the level of job satisfaction felt by teachers. In fact, the regression coefficient of 0.766 shows that salary is the variable that has the greatest influence compared to other variables in this study.

The dominance of the influence of salary on job satisfaction shows that the financial aspect is still the main need for teachers. Respondents gave the highest assessment on the indicators of salary suitability with workload and the perception that the salary received was fair. This condition shows that teachers highly value the compensation system that rewards them according to the contributions and responsibilities they give to the school.

The findings support Rivai's theory that salary is an important factor in creating job satisfaction because it is able to meet the physical, social, and psychological needs of employees. In the context of education, when teachers feel they are receiving fair and decent compensation, they will be more motivated to carry out learning tasks, have a higher commitment to the school, and show better loyalty to educational institutions.

Furthermore, the results of the study show that colleagues have a positive and significant effect on teacher job satisfaction. This is shown by a tcal value of 2.596 which is larger than the ttable of 2.042 with a significance level of 0.014 which is smaller than 0.05. These results show that good social relationships between teachers are able to increase comfort and job satisfaction.

The highest rated indicators are the family atmosphere in the work environment and a strong contribution to the team's success. These findings show that teachers feel more satisfied when they work in a harmonious, mutually supportive environment, and have good cooperation in carrying out educational tasks. Positive interpersonal relationships can reduce work conflicts, improve communication, and create a conducive work environment that has a direct impact on job satisfaction.

Simultaneously, the variables of work, salary, and colleagues have been proven to have a positive and significant effect on teacher job satisfaction. The results of the F test showed a Fcal value of 47.912 which was greater than Ftable of 2.91 with a significance level of 0.000 smaller than 0.05. These findings indicate that teachers' job satisfaction is not formed by one factor alone, but is the result of a combination of the characteristics of the work performed, the compensation received, and the quality of relationships between colleagues.

Therefore, the Private Vocational School Budi Setia Medan City needs to manage these three aspects in an integrated manner in order to be able to increase teacher job satisfaction, maintain quality educators, and encourage continuous improvement of learning quality and school performance.

Conclusion

Based on the results of the study, it can be concluded that work has a positive but not significant influence on the job satisfaction of teachers at the Budi Setia Private Vocational School in Medan City. This shows that the characteristics of the work that teachers have are not yet the main factor in increasing job satisfaction. On the other hand, salaries and colleagues have been proven to have a positive and significant effect on teacher job satisfaction. These findings show that the welfare obtained through a fair pay system and harmonious working relationships between teachers is an important factor in increasing job satisfaction.

Simultaneously, work, salary, and colleagues have a positive and significant effect on the job satisfaction of teachers of the Budi Setia Private Vocational School in Medan City. The

results of this study indicate that the increase in job satisfaction is not only influenced by one factor, but is the result of a combination of good working conditions, appropriate compensation, and positive social relationships in the school environment.

The implications of this study show that schools need to pay greater attention to the welfare of teachers through a fair compensation system, creating a conducive work environment, and strengthening cooperation and communication between teachers. The development of further research is suggested to add other variables that have the potential to affect teacher job satisfaction, such as leadership, organizational culture, work environment, work motivation, and career development so as to provide a more comprehensive understanding of the factors that affect job satisfaction in the educational environment.

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