



The Influence of Transformational Leadership Style and Compensation On Employee Performance With Job Satisfaction as An Intervening Variable at The Bandung Marine Geological Survey and Mapping Center

Muhammad Taufik Gimnastiar ^{1*}, Abdurtafi Afif Ramelan Ashary²

¹ University of Muhammadiyah Yogyakarta

²Yogyakarta State University

DOI:

<https://doi.org/10.53697/jim.v4i4.2033>

*Correspondence: Author

Email: email@e-mail.com

Received: 10-10-2024

Accepted: 11-11-2024

Published: 07-12-2024



Copyright: © 2024 by the authors.

Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license

(<http://creativecommons.org/licenses/by/4.0/>).

Abstract: This research aims to analyze the influence of Transformational Leadership Style and compensation on employee performance with Job Satisfaction as an Intervening Variable at the Center for Geological and Marine Mapping Surveys. The subjects in this research were ASN employees at the Center for Geological and Marine Mapping Surveys. In this study, the sample consisted of 156 respondents obtained through the purposive sampling method. The analysis tool used is the Structural Equation Model (SEM) via AMOS software. Based on the analysis that has been carried out, the results show that the BBSPGL Transformational Leadership Style has a positive and significant influence on the performance of BBSPGL employees. compensation at BBSPGL has a positive and significant influence on BBSPGL Job Satisfaction. However, the Transformational Leadership Style at BBSPGL has a positive but not significant influence on Job Satisfaction. Job satisfaction at BBSPGL has a positive and insignificant influence on employee performance. compensation at BBSPGL has a negative and insignificant influence on employee performance. However, job satisfaction fully mediates the influence of compensation on employee performance at BBSPGL. Job satisfaction does not mediate the influence of Transformational Leadership Style on Employee Performance at BBSPGL.

Keywords : Transformational Leadership Style; Compensation; Employee Performance; Job Satisfaction

Introduction

In an increasingly competitive era of globalization, organizations face complex challenges to achieve competitive advantage. One of the important aspects of achieving a competitive advantage is having productive and high-performing employees. Employee performance is a key factor in achieving organizational goals, so effective employee management is very important for the success of an organization. If the human resources in the company can achieve the goal, it can be said that the company has the power to compete

with competing companies.

According to (Harsono, 2017) Job satisfaction will affect the productivity that managers really expect. For this reason, managers need to understand what must be done to create job satisfaction for their employees. One of the efforts that can be taken by companies to create these conditions is to provide satisfactory compensation.

Transformational leadership style and compensation are two factors that play a crucial role in influencing employee performance. Transformational leadership style refers to a leader's ability to inspire, motivate, and influence his subordinates to achieve outstanding results. according to (Satriani et al., 2012) On the other hand, fair and adequate compensation is also a factor that affects employee motivation and job satisfaction.

Performance can be defined as the ability and work results of a person or an organization in achieving goals that have been set. According to (Astuty & Udin, 2020) Good employee performance is optimal performance based on company standards and supports the achievement of company goals. Performance reflects the extent to which a person or organization is effective in using the resources they have to achieve the desired results.

Several studies show a variety of research results that discuss how transformational leadership affects employee performance, citing studies (Adawiyah et al., 2016) that demonstrate how transformational leadership affects the caliber of connections between leaders and followers. On the one hand, a positive relationship between the leader and subordinates will undoubtedly improve employee performance; on the other hand, a bad relationship between the leader and subordinates will negatively affect employee motivation and performance, which will also affect the accomplishment of organizational objectives.

In the research conducted (Suastika & Indi, 2021) it shows that there is a positive relationship between transformational leadership style and employee performance. Research conducted by (Adawiyah et al., 2016) examined the influence of transformational leadership style and compensation on employee job satisfaction. The results show that these two factors have a significant positive influence on job satisfaction. However, this study does not analyze the role of job satisfaction as an intervening variable in linking transformational leadership styles and compensation with employee performance. Based on these studies, the identified gap is that this research can provide deeper insights into how job satisfaction plays a role in linking leadership and compensation factors to employee performance.

The Geological and Marine Survey and Mapping Center (BBSPGL) Company. The Marine Geology Survey and Mapping Center carries out various activities that include marine geological surveys and mapping. Based on the pre-survey, according to the Human Resources, Organization and Governance work team, they realized that the performance of employees at BBSPGL, although quite good, felt that they could improve work performance. BBSPGL considers that to increase job satisfaction and performance, employees must always be supported to be more enthusiastic at work, especially related to the leadership style applied and the compensation provided by employees. With better compensation, the company hopes to have an effect on the work performance of employees.

Research Method

Research Design

Sugiyono (2019) stated that research design is a research structure plan designed to find answers to research questions. This study is designed as a quantitative research and uses a survey method to collect data from respondents.

Population, Sample, Sampling

The subject in this study is an employee of the Marine Geological Survey and Mapping Center (BBSPGL). The determination of the number of samples in this study was determined by the formula Hair et al. (2014), which depends on the number of indicators multiplied by five to ten. A good sample count ranges from 100-200 samples (Ghozali, 2017). The number of samples in this study is 156 samples.

This sampling technique is carried out in the process of selecting a number of samples from the population against the sample and understanding its properties or characteristics that can generalize the traits or characteristics in a population (Sekaran & Bougie, 2017). In this study, a non-probability sampling sample was used with samples using purposive sampling. According to (Sekaran & Bougie, 2017) purposive sampling is a limited sampling of individuals who can provide the desired information, either because they have that information or because they meet some criteria set by the researcher. The criteria used in this study are: State Civil Apparatus

Data Collection Techniques

The data collection technique in this study is by distributing questionnaires. According to (Sekaran & Bougie, 2017) a questionnaire is a pre-formulated list of written questions, in which respondents will write down their answers, usually in clearly defined alternatives.

Result and Discussion

Respondent characteristics

Respondents in this study were classified by gender and length of work shown in the table:

Karakteristik Responden	Keterangan	Total Responden	Persentase
Jenis Kelamin	Perempuan	31	19,9
	Laki-laki	125	80,1
Total		156	100.0
Lama bekerja	<1 tahun	3	1,9
	1-5 Tahun	56	35,9
	5-10 Tahun	41	26,3
	10-20 tahun	38	24,4
	>20 tahun	18	11,5
	Total	156	100

Based on the table, it can be seen that in the gender characteristics, the highest percentage is found in the male gender, followed by the female gender. In terms of the characteristics of the length of work, it can be seen that the highest percentage is in the range of 1-5 years of work, then followed by the range of 5-10 years, 10-20 years, above 20 years and under 1 year.

Validity Test

The validity of each indicator can be seen from the value of the loading factor. The instrument is said to be valid if the loading factor > 0.05 (Ghozali, 2017). In this study, the validity test is as follows:

No	Variable	Item pertanyaan	Nilai loading factor	Batas	keterangan
1	Gaya kepemimpinan trasnformasional	X1.8	0,701	0,5	Valid
		X1.7	0,73	0,5	Valid
		X1.6	0,652	0,5	Valid
		X1.5	0,762	0,5	Valid
		X1.4	0,631	0,5	Valid
		X1.3	0,576	0,5	Valid
		X1.2	0,574	0,5	Valid
		X1.1	0,723	0,5	Valid
2	Kompensasi	X2.4	0,935	0,5	Valid
		X2.3	0,897	0,5	Valid
		X2.2	0,884	0,5	Valid
		X2.1	0,916	0,5	Valid
3	Kinerja Karyawan	Y1.1	0,827	0,5	Valid
		Y1.2	0,859	0,5	Valid
4	Kepuasan Kerja	X3.6	0,566	0,5	Valid
		X3.5	0,742	0,5	Valid
		X3.4	0,798	0,5	Valid
		X3.3	0,842	0,5	Valid
		X3.2	0,8	0,5	Valid
		X3.1	0,825	0,5	Valid
5	Kinerja Karyawan	Y1.3	0,864	0,5	Valid
		Y1.4	0,839	0,5	Valid
		Y1.5	0,887	0,5	Valid
		Y1.6	0,859	0,5	Valid

Reliability Test

Reliability tests are tests that measure how consistent a statement instrument is. Reliability testing is carried out by looking at CR (Construct Reliability). A variable can be said to be reliable when the CR value ≥ 0.7 (Ghozali, 2017).

No	Variabel	CR	Batas	Keterangan
1	Gaya Kepemimpinan Transformasional	0,933416	0,7	Reliabel
2	Kompensasi	0,956633	0,7	Reliabel
3	Kepuasan Kerja	0,934615	0,7	Reliabel
4	Kinerja Karyawan	0,967562	0,7	Reliabel

Normality Test

In the normality test carried out, results were obtained that showed the Asymp value. Sig or significance value is 0.200. Therefore, it can be concluded that the residual value is distributed normally, because the significance value of 0.200 is greater than 0.05.

No.	Hubungan natar variable	H	Estimate	c.r.	P	Keterangan
1	Gaya kepemimpinan Transformasional berpengaruh positif terhadap kinerja karyawan	H1	0,868	8,508	0.000	Diterima
2	Gaya kepemimpinan Transformasional berpengaruh positif terhadap kepuasan kerja	H2	0,134	1,74	0,082	Ditolak
3	Kompensasi berpengaruh positif terhadap Kinerja karyawan	H3	-0,568	-0,568	0,57	Ditolak
4	Kompensasi bepengaruh positif terhadap kepuasan kerja	H4	0,099	2,384	0,017	Diterima
5	Kepuasan kerj berpengaruh positif terhadap Kinerja Karyawan	H5	0,127	1,685	0,092	Ditolak

No.	Hubungan Antar Variable	H	Standardize Indirect Effect	Standardize Direct Effect	Keterangan
1	Gaya kepemimpinan Transformasional memiliki pengaruh positif dan signifikan terhdap kinerja karyawan melalui kepuasan kerja	H6	0,017	0,854	Ditolak
2	Kompensasi memiliki pengaruh positif dan signifikan terhadap kinerja karyawan melalui kepuasan kerja	H7	0,022	-0,033	Diterima

The Relationship of Transfunctional Leadership Style to BBSPGL Employee Performance

Transformational leadership style on employee performance at the Geological and Marine Mapping Survey Center (BBSPGL) Transformational leadership style, known for its ability to inspire, provide a clear vision, and motivate employees, is particularly relevant in the context of geological and marine mapping surveys that require a high level of rigor and engagement. Thus, the acceptance of this hypothesis can be interpreted as the result of the fit between the needs of the organization and the unique characteristics of the transformational leadership style that drives the high performance and dedication of employees at BBSPGL.

The results of this study are in line with research conducted by (Tucunan et al., 2019), (Djuraidi & Laily, 2020), (Ovianti & Fadli, 2022), (Mangkunegara & Huddin, 2016), (Ekhsan & Setiawan, 2021), and (Haryanti & Zulganef, 2023) which stated that the traditional leadership style has a positive and significant influence on employee performance.

The Relationship of Transformational Leadership Style to BBSPGL Job Satisfaction

The Transformational Leadership Style at the Geological and Marine Mapping Survey Center (BBSPGL), contributes positively to several aspects of job satisfaction, these findings show that the impact does not reach the expected level of significance of the Geological and Marine Mapping Survey Center.

The results of the study are in line with research conducted by (Imara, 2020) which states that Transformational Leadership Style has a positive and significant influence on job satisfaction.

Relationship of Compensation to employee performance

Compensation for the performance of employees of the Geological and Marine Mapping Survey Center (BBSPGL), especially in the State Civil Apparatus (ASN),

The results of this study are in line with research conducted by (Ferdian et al., 2023) which states that compensation has no effect on Employee Performance.

The Relationship of Compensation to Job Satisfaction

The Transformational Leadership Style at the Geological and Marine Mapping Survey Center (BBSPGL), contributes positively to several aspects of job satisfaction, these findings show that the impact does not reach the expected level of significance of the Geological and Marine Mapping Survey Center.

The results of the study are in line with research conducted by (Imara, 2020) which states that Transformational Leadership Style has a positive and significant influence on job satisfaction.

Relationship of Compensation to employee performance

Compensation for the performance of employees of the Geological and Marine Mapping Survey Center (BBSPGL), especially in the State Civil Apparatus (ASN), The State Civil Apparatus (ASN) at the Geological and Marine Mapping Survey Center (BBSPGL), considers that their compensation system does not fully reflect the level of dedication and work they provide. Factors such as a lack of incentives to increase productivity, or inequality in the recognition of individual contributions are the causes of employee dissatisfaction with

the compensation system.

The results of this study are in line with research conducted by (Ferdian et al., 2023) which states that compensation has no effect on Employee Performance.

The Relationship of Compensation to Job Satisfaction

Compensation for job satisfaction at the Geological and Marine Mapping Survey Center (BBSPGL) can be understood from the perspective of employees who feel that the compensation system implemented creates a positive relationship between financial rewards and their job satisfaction. The compensation system at the Geological and Marine Mapping Survey Center (BBSPGL) makes a significant contribution to creating an adequate and satisfactory working environment for the State Civil Apparatus (ASN), which ultimately increases their job satisfaction level within the organization.

The results of this study are in line with research conducted by research (S. Lestari & Rachmasari, 2021), (Sulaeman & Andardinata, 2019), (Fatimah & Ratnasari, 2018), (Pudjiarti et al., 2023), (Nirmalasari & Amelia, 2020) and (Malahayatie et al., 2023) which stated that compensation has a positive and significant influence on job satisfaction.

The Relationship between Job Satisfaction and Employee Performance

Job satisfaction with the performance of the State Civil Apparatus (ASN) at the Geological and Marine Mapping Survey Center (BBSPGL) can be explained from the perspective of employees who experience a mismatch between their job satisfaction level and performance assessments carried out by the organization. The clarity and fairness of the performance assessment system is crucial to create a positive relationship between job satisfaction and the performance of the State Civil Apparatus (ASN) in BBSPGL.

The results of this study are in line with research conducted by (Azhari et al., 2021) which states that Job Satisfaction has a negative and significant influence on employee performance.

The Relationship of Transformational Leadership Style to Employee Performance through Job Satisfaction

Transformational Leadership Style on the performance of ASN employees at the Geological and Marine Mapping Survey Center (BBSPGL) through job satisfaction can be understood from the perspective of employees who experience a mismatch between their expectations of leadership style and the reality of job satisfaction they experience. The State Civil Apparatus (ASN) feels that although leaders apply a transformational leadership style, its implementation does not fully create the expected job satisfaction.

The results of this study are in line with research conducted by (Deddy, 2022), which states that job satisfaction does not have a mediating role in the influence of Transformational Leadership Style on Employee Performance.

The Relationship of Compensation to Employee Performance through Job Satisfaction

Compensation for the performance of the State Civil Apparatus (ASN) at the Geological and Marine Mapping Survey Center (BBSPGL) through job satisfaction can be understood from the perspective of employees who feel that the compensation system in the organization has a positive impact on job satisfaction. The acceptance of this hypothesis shows that the compensation system at the Geological and Marine Mapping Survey Center

(BBSPGL) can be a positive driver of ASN employee performance through improving job satisfaction.

The results of this study are in line with research conducted by (Wulandari & Cahyono, 2021), (Dewi et al., 2022) and (Purnama & Iqbal, 2020) which states that Job Satisfaction mediates the effect of Compensation on Employee Performance.

Conclusion

Based on the results of the data analysis that has been carried out, it can be concluded as follows: First, transformational Leadership Style The Geological and Marine Mapping Survey Center (BBSPGL) has a positive and significant influence on the performance of employees of the Geological and Marine Mapping Survey Center (BBSPGL), meaning that the better and more appropriate the Transformational Leadership Style carried out by the Geological and Marine Mapping Survey Center (BBSPGL), the better and more the performance of employees of the Geological and Marine Mapping Survey Center (BBSPGL) will also increase. Second, the Transformational Leadership Style at the Geological and Marine Mapping Survey Center (BBSPGL) has a positive but insignificant influence on the Job Satisfaction of the Geological and Marine Mapping Survey Center (BBSPGL), This means that the Transformational Leadership Style carried out by the Geological and Marine Mapping Survey Center (BBSPGL) has a positive influence but does not have a significant impact on job satisfaction.

Third, compensation at the Geological and Marine Mapping Survey Center (BBSPGL) has a negative and insignificant influence on Employee Performance. This means that the compensation provided by the Geological and Marine Mapping Survey Center (BBSPGL) has a negative influence and does not have a significant impact on Employee Performance. Fourth, compensation at the Geological and Marine Mapping Survey Center (BBSPGL) has a positive and significant influence on Job Satisfaction, meaning that the better and more appropriate the compensation provided by the Geological and Marine Mapping Survey Center (BBSPGL), the higher Job Satisfaction. Fifth, job satisfaction at the Geological and Marine Mapping Survey Center (BBSPGL) has a positive and insignificant influence on Employee Performance. This means that the job satisfaction provided by the Geological and Marine Mapping Survey Center (BBSPGL) has a positive impact but does not have a significant impact on employee performance.

Sixth, job satisfaction does not mediate the influence of Transformational Leadership Style on Employee Performance at the Geological and Marine Mapping Survey Center (BBSPGL). This means that through job satisfaction, the Transformational Leadership Style has not been able to have a good impact on Employee Performance at BBSPGL. Seventh, job satisfaction fully mediates the influence of compensation on Employee Performance. This means that through Job Satisfaction, Compensation can have a good impact on employee performance at the Geological and Marine Mapping Survey Center (BBSPGL).

References

- Adawiyah, K., Tjahjono, H. K., & Fauziyah. (2016). pengaruh distributif kompensasi dan gaya kepemimpinan transformasional terhadap komitmen afektif karyawan jne banten dengan kepuasan kerja sebagai variabel itervening. *Manajemen Sumber Daya Manusia*, 7(1), 198–212.
- Astuty, I., & Udin, U. (2020). The Effect of Perceived Organizational Support and Transformational Leadership on Affective Commitment and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(10), 401–411. <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
- Azhari, Z., Resmawan, E., & Ikhsan, M. (2021). Pengaruh kepuasan kerja terhadap kinerja karyawan The effect of job satisfaction on employee performance. 23(2), 187–193.
- Deddy, A. (2022). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pada Badan Pengelola Pajak Dan Retribusi Daerah (Bpprd) Kota Jambi. *Jurnal Manajemen Terapan Dan Keuangan*, 11(01), 171–185. <https://doi.org/10.22437/jmk.v11i01.17274>
- Dewi, S. A., Widiartanto, W., & Listyorini, S. (2022). Pengaruh Kompensasi dan Work Life Balance terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening (Studi pada Karyawan Pt KAI (Persero) Daop 4 Semarang). *Jurnal Ilmu Administrasi Bisnis*, 11(4), 830–838. <https://doi.org/10.14710/jiab.2022.36016>
- Djuraidi, A., & Laily, N. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 13(1), 1. <https://doi.org/10.26623/jreb.v13i1.2182>
- Ekhsan, M., & Setiawan, I. (2021). The Role of Motivation Mediation on the Effect of Transformational Leadership Style on Employee Performance Muhammad Ekhsan¹, Indra Setiawan², ^{1,2}Department of Management, University Pelita Bangsa, Indonesia Article Info Article history: Received September. *International Journal of Management Science and Information Technology*, 1(1), 35.
- Ferdian, G. A., Septyarini, E., Herawati, J., & Syafwan, M. A. (2023). Pengaruh Kompensasi, Motivasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Guru Serta Staff Tata Usaha SMA Negeri 2 Playen Gunungkidul. 11(1), 63–72.
- Ghozali, I. (2017). Model Persamaan Struktural Konsep Dan Aplikasi Dengan Program Amos 24. Badan Penerbit Universitas Diponegoro.
- Hair Jr., J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Harsono, N. (2017). Pengaruh Kompensasi dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Karyawan Unit Simpan Pinjam Koperasi Republik Indonesia (USP. Koveri) Wilayah Kerja Surakarta. *Prosiding Interdisciplinary Postgraduate Student Conference 3rd*, 279–288.
- Haryanti, H., & Zulganef, Z. (2023). the Influence of Transformational Leadership Style and

- Employee Loyalty on Employee Performance Pt. Smart Talenta Multitama. *International Journal of Global Operations Research*, 4(1), 13–18. <https://doi.org/10.47194/ijgor.v4i1.198>
- Imara, F. R. (2020). PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN (Studi Kasus pada EF English First Malang).
- Lestari, S., & Rachmasari, P. (2021). Pengaruh Kompensasi Dan Motivasi Terhadap Kepuasan Kerja Karyawan. *Kinerja*, 3(02), 213–229. <https://doi.org/10.34005/kinerja.v3i02.1548>
- Malahayatie, Sulaiman, & Mardhiah, A. (2023). The Effect of Compensation and Career Development on Job Satisfaction with Organizational Commitment as Mediation Variable (Employee Study at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch). *International Journal of Research and Review*, 10(3), 1287–1292. <https://doi.org/10.5267/j.ac.2021.4.011>
- Mangkunegara, A. A. A. P., & Huddin, M. (2016). The Effect of Transformational Leadership and Job Satisfaction on Employee Performance. *Universal Journal of Management*, 4(4), 189–195. <https://doi.org/10.13189/ujm.2016.040404>
- Ovianti, Y., & Fadli, J. A. (2022). Pengaruh Gaya Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Mediasi. *AKSELERASI: Jurnal Ilmiah Nasional*, 4(2), 109–119. <https://doi.org/10.54783/jin.v4i2.571>
- Purnama, Y., & Iqbal, M. A. (2020). Effect of Compensation, Career Development on the Performance of Employees Through Job Satisfaction as Intervening Variable (Case Study at PT. Bank Syariah Mandiri in Indonesia). *European Journal of Business and Management*, 12(3), 89–96. <https://doi.org/10.7176/ejbm/12-3-11>
- Satriani, M., Tjahjono, H., & Aini, Q. (2012). Pengaruh Kepemimpinan Transformasional, Keadilan Distributif dan Prosedural Kompensasi terhadap Kepuasan Kerja Perawat di RSU PKU Muhammadiyah Bantul. *Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit*, 1(1), 114528.
- Sekaran, U., & Bougie, R. (2017). Research methods for business. A skill building approach (5th ed.). In New York: John Wiley and Sons.
- Suastika, K. I. M., & Indi, D. (2021). Pengaruh gaya kepemimpinan transformasional dan kompensasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening pada karyawan pt. sango ceramics indonesia. *Journal of Management*, 10(3), 1–10.
- Sulaeman, & Andardinata, A. (2019). PENGARUH KOMPENSASI TERHADAP KEPUASAN KERJA KARYAWAN PADA PT. GRAHA SARANA DUTA MAKASSAR. *Movere Journal*, 1(2), 211–218.
- Wulandari, F., & Cahyono, H. (2021). Pengaruh Kompensasi terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening di Bank Rakyat Indonesia Syariah Sidoarjo. *Jurnal Ekonomika Dan Bisnis Islam*, 4(1), 45–54. <https://doi.org/10.26740/jekobi.v4n1.p45-54>