

The Effect of Transformational Leadership and Compensation on Performance through Satisfaction as an Intervening Variable at PT PLN (PERSERO) Main Unit East and North Kalimantan

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Abstract. *Human Resource Management (HRM) is a key element in achieving organizational success and growth. Human resources play a key role in every company's activities. Human resources determine the success of a company or agency's operations. The existence of human resources within a company plays a crucial role. The workforce holds significant potential for carrying out company activities. The potential of each human resource within the company must be optimally utilized to deliver optimal output. Achieving company goals depends not only on modern equipment and comprehensive facilities and infrastructure, but also on the people who carry out the work. The success of an organization is greatly influenced by the performance of its individual employees. PLN is the sole provider of electricity services in Indonesia to the general public. In providing electricity distribution services, PLN divides its main unit functions into several main units based on the electric power system: generation, transmission, and distribution. In addition, there are also other main units or centers to support the company's operations. Due to PLN's vast operational area, PLN has units throughout Indonesia, each with its own function. One of the parent units is the PLN Main Distribution Unit for East Kalimantan and North Kalimantan.*

Keywords: *Compensation; Leadership; Performance; Transformational.*

1. Introduction

Human Resource Management (HRM) is a key element in achieving organizational success and growth. Human resources play a key role in every company's activities. Human resources determine the success of a company or agency's operations. The existence of human resources within a company plays a crucial role. The workforce holds significant potential for carrying out company activities. The potential of each human resource within the company must be optimally utilized to deliver optimal output. Achieving company goals depends not only on modern equipment and comprehensive facilities and infrastructure, but also on the people who carry out the work. The success of an organization is greatly influenced by the performance of its individual employees (Rachmadina & Baskoro, 2024).

PLN is the sole provider of electricity services in Indonesia to the general public. In providing electricity distribution services, PLN divides its main unit functions into several main units based on the electric power system: generation, transmission, and distribution. In addition, there are also other main units or centers to support the company's operations. Due to PLN's vast operational area, PLN has units throughout Indonesia, each with its own function.

One of the parent units is the PLN Main Distribution Unit for East Kalimantan and North Kalimantan.

Table Targets and Performance Realization of PT. PLN UID Kaltimra 2020 - 2024

Year	Focus on Performance Evaluation & HR	Target	Realization
2020	Pandemic Adaptation & Efficiency: The assessment focuses on occupational safety (K3), employee health, and continuity of electricity supply amidst mobility restrictions.	100%	97.0%
2021	Cultural Transformation: Implementation of PLN's digital transformation program across all regional units. Focus on Work From Home (WFH) adaptation and application-based performance assessment	100%	98.0%
2022	Increased Productivity: Evaluation achievement Key	100%	97.4%

	PerformanceCustomized individual indicators (KPIs) with the target of reducing network shrinkage		
2023	HR Digitalization: HR performance measurement is linked to Smart Grid implementation and the use of internal super-apps for customer service.	100%	98.02%
2024	Energy Transition & Growth: Evaluation performance HR directed onachieving the energy transition towards Net Zero <i>Emission</i> (NZE) and industrial scale customer service	95%	86.6%

Source: PT. PLN (Persero) East Kalimantan Main Distribution Unit, 2025

The table above shows a gap between targets and actual performance. This could be due to the drastic annual shift in focus (from the pandemic to digitalization, then to industrial-scale services and NZE), which has triggered burnout. This has the potential to reduce employee performance.

In the context of public services, the main priority of PT. PLN (Persero) East Kalimantan and North Kalimantan Main Distribution Unit is how to provide good service (service excellence) to...

Customers or consumers are expected to avoid complaints because their service needs have been met, leading to satisfaction. In this regard, the role of human resources, especially those directly involved in service, is crucial. When customers are satisfied with the service they receive, it indirectly indicates good human resource performance. However, researchers at PT PLN (Persero)'s Main Distribution Units in East Kalimantan and North Kalimantan found that customer disruptions and complaints were still frequent.

Table Data on the Number of Power Outages and Customer Complaints from PT PLN (Persero) Main Units of East Kalimantan and North Kalimantan in 2024

Month	East Kalimantan			North Kalimantan		
	Number	of		Number	of	
	Number	of	%	Number	of	%

	Disturbances	Complaints		Disturbances	Complaints	
January	5098	803	75%	5237	627	75%
February	5063	578	87%	5342	680	87%
March	5370	678	81%	4987	519	85%
April	4159	634	75%	5116	725	81%
May	5226	725	81%	5350	793	76%
June	5835	578	86%	4832	511	64%
July	3879	642	79%	5256	699	90%
August	4467	622	87%	5888	806	84%
September	5180	723	91%	6073	788	76%
October	6924	842	75%	6462	854	77%
November	6024	750	81%	6589	877	75%
December	6672	780	82%	6861	912	64%

Source: (APKT EIS Application Data, 2025).

The data above shows that the East Kalimantan Unit experienced the highest number of disruptions and customer complaints in 2024, with 6,924 disruptions and 842 complaints. Meanwhile, North Kalimantan saw the highest number of disruptions and customer complaints in 2024, with 6,861 disruptions and 912 complaints.

Complaints. Disruptions and complaints from customers are an indication of performance issues within the human resources of PT PLN (Persero)'s East Kalimantan and North Kalimantan Main Distribution Units.

Several variables influence employee performance, including transformational leadership. The role of leadership in a company significantly determines its success. Leadership has a strong influence on organizational life. Among the various leadership styles, one is transformational leadership (Sujana & Ardana, 2020). Transformational leadership is a leader who is able to motivate employees to do more than what they are expected to do in the organization by providing an attractive picture of the future and encouraging employees to actualize their desires in the organization (Alamri, 2023). In principle, transformational leadership motivates subordinates to do better than what is possible (Dari & Suryani, 2023). In other words, it can increase subordinates' trust or self-confidence, which in turn will influence performance improvement (Baan, Pongtuluran & Kannapadang, 2024).

2. Research Methods

The type of research used in this study is explanatory research. According to (Sugiyono, 2019), explanatory research is a research method that aims to explain the position of the variables being studied and the influence between one variable and another. The primary reason for this researcher using the explanatory research method is to test the proposed hypothesis. Therefore, it is hoped that this study will explain the relationship and influence between the independent and dependent variables contained in the hypothesis.

3. Results and Discussion

3.1. The Influence of Transformational Leadership on Employee Performance

The findings show that transformational leadership has a positive and significant impact on employee performance. This proves that the better the implementation of transformational leadership, the higher the performance of PT PLN (Persero) UID Kaltimra employees. The findings of this study can be analyzed constructively, indicating that in a

If a company's transformational leadership pattern can be implemented sustainably towards all employees in the context of leadership, this will certainly encourage increased work performance, thus transformational leadership becomes an important instrument so that productivity can increase.

Transformational leadership is a crucial factor in improving employee performance. The better the transformational leadership pattern applied in the field, the more likely it is to improve employee performance. Conversely, if transformational leadership is weak in practice, employee performance will decline. This means that transformational leadership is linked to employee performance, both in terms of contribution, influence, and engagement. According to Indrayanto (2021), transformational leadership inspires followers to engage, commit, and share a vision and goals for their organization. It encourages followers to be innovative in solving organizational problems. It also supports followers in developing

leadership competencies through coaching and supervision. Therefore, based on the explanation above, leadership style is indeed an important aspect for a leader to possess.

Many studies have previously conducted on the relationship between transformational leadership and employee performance. One study by Hasanah (2023) showed that path analysis results demonstrated a significant and positive influence between transformational leadership and employee performance.

transformational leadership and employee performance. This means that the stronger the understanding and implementation of transformational leadership, the higher the employee performance.

3.2. The Effect of Compensation on Employee Performance

The findings show that compensation has a positive and significant effect on employee performance. This proves that the better the compensation system provided by PT PLN (Persero) UID Kaltimra, the higher the level of performance demonstrated by its employees. The findings of this study can be analyzed by researchers that compensation is a dominant factor as an instrument that can encourage employee performance in a company. Conversely, if this compensation is not paid attention to and is not a company's focus in providing appreciation to its employees, this will certainly decrease performance which in turn will also decrease productivity.

Compensation is a crucial factor for employees, affecting their performance. If a company understands how to continually improve employee compensation, whether in the form of financial salary or other factors, it can influence employee performance patterns. Conversely, if compensation is rarely provided and does not increase, it can decrease employee performance. This means that compensation and employee performance both have a contributing relationship; if both go hand in hand, increased compensation will also improve employee performance.

Every individual feels proud when their sacrifice of time, energy, thought, and volunteerism is recognized. Therefore, companies must consider the amount of compensation for each employee's efforts and volunteerism to advance the company. Compensation serves as a stimulus to motivate employees to work. To achieve maximum employee performance, compensation commensurate with their performance is also needed. Good compensation will create greater job satisfaction and motivation, thereby increasing employee productivity and company productivity. Research by Suci & Efendi (2024) explains that compensation has a direct, positive and significant impact on employee performance at the Directorate General of Horticulture. This means there is a relationship between compensation and employee performance.

3.3. The Influence of Job Satisfaction on Employee Performance

The findings show that job satisfaction has a positive and significant impact on employee performance. This proves that the higher the job satisfaction felt by employees, the higher their performance at PT PLN (Persero) UID Kaltimra. These findings can be analyzed as if a company is able to increase the job satisfaction of all its employees, this will certainly encourage increased performance. Conversely, if employees feel dissatisfied with their work that is not in line with their field of work, or the appreciation given is not commensurate with their hard work and work, this will certainly affect the decline in employee performance in various sectors.

Employee satisfaction or dissatisfaction is an employee's response to evaluating the degree of alignment between prior expectations and the actual job design. Thus, job satisfaction is a person's emotional state toward their job when they find a balance between what they expect and what their company provides. A high level of job satisfaction means that their expectations have been met, or even exceeded, for the work they perform.

Research findings showing a positive relationship between Employee Job Satisfaction and Employee Performance directly support this theory, confirming that individuals who are satisfied with their jobs tend to perform better in their work tasks (Locke, 2019). When these expectations are met, it will impact employee performance because they feel they have received what they expected from their company.

Cardos (2018) stated that employees expect job satisfaction at work. Employees with a positive attitude toward their jobs tend to have a high level of job satisfaction. Conversely, dissatisfied employees have a negative attitude toward their jobs (Robin & Timothy, 2023). Satisfied employees in their company are highly dedicated and work diligently, which will undoubtedly result in good performance and positive contributions to the company.

3.4. The Influence of Transformational Leadership on Job Satisfaction

The findings show that transformational leadership has a positive and significant effect on job satisfaction. This proves that the better the implementation of transformational leadership at PT PLN (Persero) UID Kaltimra, the higher the level of job satisfaction felt by employees. The findings of this study indicate that transformational leadership can have a positive influence on job satisfaction, meaning that if transformational leadership increases, job satisfaction also increases. Conversely, if transformational leadership cannot be implemented appropriately according to the conditions and problems in the company, this certainly has an impact on decreasing employee job satisfaction, this is in line with the findings in the journal (Handoko; 2020 and Yusnita; 2023).

Transformational leadership is an important factor in encouraging all components to work effectively. Therefore, transformational leadership will influence employee performance patterns. However, the relationship between transformational leadership and employee performance can be driven through the mediating variable, namely job satisfaction. When an employee has good job satisfaction and is then encouraged by good transformational leadership, employee performance will be maximized because the employee has satisfaction and has a transformational leader. This means that the mediating variable, namely

Job satisfaction can be a bridge connecting the influence between transformational leadership and employee performance.

Transformational leadership, employee performance, and job satisfaction are all crucial variables within an organization or company. Continuous transformational leadership within an organization will drive optimal employee performance. Similarly, if the relationship between transformational leadership and employee performance is driven by job satisfaction, it will result in more optimal employee performance. This means that satisfaction can bridge the gap between transformational leadership and employee performance.

Fitria Nur Hasanah (2023) The Influence of Transformational Leadership on Job Satisfaction and Organizational Citizenship Behavior and Its Impact on Employee Performance at PT. Perkebunan Nusantara IV (Persero) Medan. MANEGGIO: Scientific Journal of Master of Management. Vol 6. No. 2. The results of the study indicate that transformational leadership has a significant effect on employee performance through job satisfaction and Organizational Citizenship Behavior at PT. Perkebunan Nusantara IV (Persero) Medan.

Priyatmo's research (2018) explains that transformational leadership positively influences employee performance both directly and indirectly through the mediation of job satisfaction. Likewise, Hassanah's research (2023) explains that transformational leadership...

transformational has a significant influence on employee performance through job satisfaction.

3.5. The Effect of Compensation on Job Satisfaction

The findings show that compensation has a positive and significant effect on job satisfaction. This proves that the better the compensation provided by PT PLN (Persero) UID Kaltimra, the higher the level of job satisfaction experienced by its employees. The findings of this study indicate that compensation is a dominant factor in increasing job satisfaction, as evidenced in this study, where compensation is a variable with a strong influence. Field

implementation shows that companies must prioritize compensation as part of their appreciation strategy so that employees feel satisfied working at the company. This is because there is continuity and balance between their work and the appreciation given. This indicates a positive relationship between the compensation payments provided by the company and the level of job satisfaction felt by employees (Sholihin, 2021).

The theory underlying the influence of compensation on job satisfaction can be referred to Adams' Equity Theory in (Sudaryo, et al., 2019), which states that employees compare the rewards they receive with the contributions they make and also with the rewards received by their colleagues. If employees feel that the compensation they receive is commensurate with the effort and contribution they make, they are more likely to

feel satisfied with their work. In other words, fair and competitive compensation contributes to feelings of fairness and, ultimately, increases job satisfaction.

Furthermore, the influence of compensation can also be explained through Herzberg's Motivation Theory in (Sugiarti, 2018), which states that compensation is a hygiene factor that can prevent dissatisfaction, but is not the main driver of satisfaction. Although compensation is important for creating satisfaction, other factors such as career development, recognition, and the work environment also play a role. Therefore, companies should not only focus on increasing compensation, but also pay attention to other aspects that can increase overall job satisfaction (Suryati, 2020). The results of the hypothesis testing (T-Test) shown in the table above indicate that the compensation variable has an influence on employee job satisfaction. The significance value of this variable is 0.000, or lower than 0.05, which means there is an influence between the independent variable, which is compensation payment, and the dependent variable, which is job satisfaction (Syamsir & Tamsah, 2018).

3.6. The Influence of Transformational Leadership on Employee Performance Through Job Satisfaction

The findings show that transformational leadership has a significant indirect effect on employee performance through job satisfaction. This proves that the better the implementation, the better the

transformational leadership, then employee job satisfaction will increase, which in the end will indirectly encourage an increase in their performance at PT PLN (Persero) UID Kaltimra.

The findings of this study can be studied scientifically and a constructive narrative can be built by researchers that job satisfaction is able to mediate and strengthen the influence of transformational leadership on employee performance, thus a large company must be able to create job satisfaction in all sectors and departments because job satisfaction is

scientifically proven through this study that this variable can bridge and strengthen the relationship between transformational leadership and performance. The conclusion from this finding is that the stronger job satisfaction will encourage a greater influence of transformational leadership on employee performance.

The results of this study are supported by Raharjo (2020), Murdiayu; (2023), who explained that satisfaction is able to mediate the relationship between transformational leadership and employee performance in a company engaged in the service sector. This is certainly in line with current research that satisfaction is able to mediate and strengthen the relationship between variable x and variable y in a company.

This research is also supported by Hartira DK and Rakabuming RS. (2025) who explained in their research that transformational leadership is indeed an important instrument, but the strength of transformational leadership without being balanced by employee satisfaction will not be achieved.

maximum in providing influence and role as a leader, thus satisfaction and transformational leadership must be carried out synergistically to be able to encourage employee performance even though transformational leadership is positioned as a variable that influences and job satisfaction as a variable that bridges and strengthens both of them have an important and strategic role to encourage the rate of an employee's performance.

3.7. The Influence of Compensation on Employee Performance Through Job Satisfaction

The findings show that compensation has a significant indirect effect on employee performance through job satisfaction. This proves that the better the compensation provided by PT PLN (Persero) UID Kaltimra, the higher the employee job satisfaction, thus impacting their overall performance.

Job satisfaction is closely related to employees' attitudes towards their own work, work situations, as well as cooperation between leaders and fellow employees. Job satisfaction is an emotional expression that is positive or pleasant as a result of evaluating a job or work experience. Job satisfaction is felt by employees after the employee compares what is expected to be obtained from the results of their work with the actual reality of what is obtained from the results of their work. Employees will work enthusiastically if they can get satisfaction from their work and employee job satisfaction is

the key to driving employee morale, discipline, and work performance in supporting the realization of company goals (Hasibuan, 2020:203)

Job satisfaction can mediate between compensation and employee performance. Employee job satisfaction is also influenced by compensation. Providing good compensation will make

employees feel more at home working for the organization, thus preventing employee turnover. Compensation is an organizational reward for employee performance, so providing adequate compensation will encourage job satisfaction and encourage employee performance in accordance with the organization's desires. Several researchers have conducted research related to the influence of employee performance on employee job satisfaction. Research by Fatimah et al. (2022) and Amelia (2024) has been conducted.

4. Conclusion

Based on the discussion in this research description, the following conclusions can be drawn:

1. Transformational leadership has a positive and significant impact on employee performance. This demonstrates that the better the implementation of transformational leadership, the higher the employee performance at PT PLN (Persero) UID Kaltimra.
2. Compensation has a positive and significant impact on employee performance. This demonstrates the improved compensation system provided by PT PLN (Persero) UID Kaltimra.
3. Job satisfaction has a positive and significant effect on employee performance. This proves that the higher the job satisfaction felt by employees, the higher their performance at PT PLN (Persero) UID Kaltimra.
4. Transformational leadership has a positive and significant impact on job satisfaction. This demonstrates that the better the implementation of transformational leadership at PT PLN (Persero) UID Kaltimra, the higher the level of job satisfaction experienced by employees.
5. Compensation has a positive and significant effect on job satisfaction. This proves that the better the compensation provided by PT. PLN (Persero) UID Kaltimra, the higher the level of job satisfaction felt by its employees.
6. Transformational leadership has a significant indirect effect on employee performance through job satisfaction. This demonstrates that the better the implementation of transformational leadership, the higher employee job satisfaction, which ultimately indirectly drives improved performance at PT PLN (Persero) UID Kaltimra.
7. Compensation has a significant indirect effect on employee performance through job satisfaction. This proves that the better the compensation provided by PT PLN (Persero) UID Kaltimra, the higher the employee job satisfaction.

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