

Analysis of the Relationship Between Transformational Leadership, Employee Competence and Compensation Towards Employee Performance Through Satisfaction as a Mediating Variable in Pt Jasa Employees Raharja in Bali Regional Office

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Abstract. *The success of an organization is greatly influenced by the individual performance of its employees. In the performance assessment of PT Jasa Raharja employees at the Bali Regional Office, it can be seen that employees show high work enthusiasm in completing their tasks. Factors that can improve employee performance include transformational leadership, competence, compensation and job satisfaction. This research is explanatory research with a quantitative approach. The research population of PT Jasa Raharja employees in the Bali Regional Office was 50 employees. The sample was taken using saturated sampling, resulting in a sample size of 50 employees. The data collection technique uses a questionnaire. In this research, data analysis uses the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Transformational leadership has a positive and significant effect on employee job satisfaction with a P-Values value of $0.023 < 0.05$. 2) Competency has a positive and significant effect on employee job satisfaction with a P-Values value of $0.017 < 0.05$. 3) Compensation has a positive and significant effect on employee job satisfaction with a P-Values value of $0.008 < 0.05$. 4) Transformational leadership has a positive and significant effect on employee performance with a P-Value of $0.011 < 0.05$. 5) Competency has a positive and significant effect on employee performance with a P-Values value of $0.038 < 0.05$. 6) Compensation has a positive and significant effect on employee performance with a P-Values value of $0.026 < 0.05$. 7) Job satisfaction has a positive and significant effect on employee performance with a P-Values value of $0.007 < 0.05$. 8) Job satisfaction plays a role in mediating the positive and significant influence of transformational leadership on employee performance with a specific indirect effect P-Value of $0.032 < 0.05$. 9) Job satisfaction plays a role in mediating the positive and significant influence of competence on employee performance with a specific indirect effect P-Value of $0.028 < 0.05$. 10) Job satisfaction plays a role in mediating the positive and significant influence of compensation on employee performance with a specific indirect effect P-Value of $0.045 < 0.05$.*

Keywords: Employee; Greatly; Organization; Performance.

1. Introduction

Human Resource Management (HRM) is a key element in achieving organizational success and growth. Because human resources play a key role in every company's activities, they 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).

PT Jasa Raharja is a State-Owned Enterprise (BUMN) engaged in the field of social insurance for traffic accidents. PT Jasa Raharja in the Bali Regional Office has an important role in providing services to people who experience traffic accidents in the Bali region. In this context, employee performance is a key aspect in ensuring that every team member is committed to providing high-quality service to customers. Therefore, this study will focus on employee performance which is influenced by many factors by the employees of PT Jasa Raharja in the Bali Regional Office. PT Jasa Raharja in the Bali Regional Office has several sections including insurance, service, administration, mandatory contributions, finance and cashier. PT Jasa Raharja in the Bali Regional Office has 50 employees divided into several sections or divisions.

The performance assessment of PT Jasa Raharja employees in the Bali Regional Office shows that employees demonstrate high work enthusiasm in completing their tasks. They are enthusiastic about participating in training and self-development to improve their abilities. PT Jasa Raharja in the Bali Regional Office also provides a conducive work environment for its employees. This can make employees feel comfortable and safe in working. Every March 25th they commemorate the Jasa Raharja workers union day to commemorate and realize the welfare of members and the progress of the company. Employees also feel appreciated and trusted, so they show good performance because they want to provide the best results. PT Jasa Raharja employees in the Bali Regional Office feel they have autonomy and control over their work, so they complete their work well and feel inspired by leaders who are easily accessible and show concern for them. From several direct interviews with employees, they feel happy and comfortable working in a company with a relaxed and flexible atmosphere.

One important factor that may influence employee performance is leadership. The role of leadership is crucial for carrying out organizational activities to achieve desired goals (Darojat, Haidah & Herlina, 2024). Leadership is a norm or method used by someone to influence others they observe (Thoha, 2020) and (Pujiastuti, 2017). In this case, leaders must have the ability and readiness to be able to influence, encourage, invite, guide, and direct so that subordinates or groups accept this influence and then take action that can help achieve a certain predetermined goal (Kamaludin, 2019).

In order to improve employee performance, several supporting factors are needed which must be considered by managers and leaders in order to achieve organizational goals.(Irwandi & Sanjaya, 2022). According to Ismail in Marimin & Susanto(2020)In general, employee performance can be influenced by both external and internal factors. An internal factor that can determine employee performance is job satisfaction. Job satisfaction is an important factor for employees in supporting the achievement of company goals. Job satisfaction is a pleasant or unpleasant emotional attitude felt by employees regarding their work.

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. One step in a research process is determining the population and sample. A population is a generalized area consisting of subjects with certain quantities and characteristics determined by the researcher to be studied and then conclusions can be drawn (Sugiyono, 2020:55). The population is the entire research subject (Arikunto, 2019:135). In this study, the population was 50 employees of PT Jasa Raharja in the Bali Regional Office.

3. Results and Discussion

The subjects of this study were employees of PT Jasa Raharja in the Bali Regional Office. Data collection was conducted through a questionnaire distributed online through various platforms such as WhatsApp, email, and others. The questionnaire was in the form of a Google Form that respondents could complete online. The results of the questionnaire distribution in this study are shown in the table below:

Table Results of Data Distribution

Information	Amount
Questionnaires distributed	50
Returned questionnaire	50
Processable questionnaire	50

Source: Processed primary data (2025)

Based on the number of samples obtained, namely 50PT Jasa Raharja employees at the Bali Regional Office, the characteristics of the respondents can be described as follows:

Table Description of Respondent Characteristics

Characteristics	Amount	Percentage
Age:		
26 – 30 years old	12	24%
31 – 35 years old	22	44%

36 – 40 years old	14	28%
>40 years	2	4%
Total	50	100%
Gender:		
Man	38	76%
Woman	12	24%
Total	50	100%
Education:		
High school/equivalent	5	10%
D3	2	4%
S1	32	64%
S2	11	22%
Total	50	100%
Length of work:		
13 years old	5	10%
4 – 6 years	7	14%
7 – 9 years	13	26%
≥ 10 years	25	50%
Total	50	100%

Based on table it shows that as many as 76% PT Jasa Raharja employees at the Bali Regional Office are men. This shows that men have a sense of responsibility to meet the family's needs. Gender characteristics show that as many as 44% PT Jasa Raharja employees at the Bali Regional Office 31-35 years old, this age is mature and productive. Data on education level shows that 64% have a bachelor's degree. This indicates PT Jasa Raharja employees at the Bali Regional Office have higher education. Data regarding length of employment shows that 50% have worked for ≥ 10 years, this indicates that the respondents are employees who have worked for a long time at PT Jasa Raharja in the Bali Regional Office.

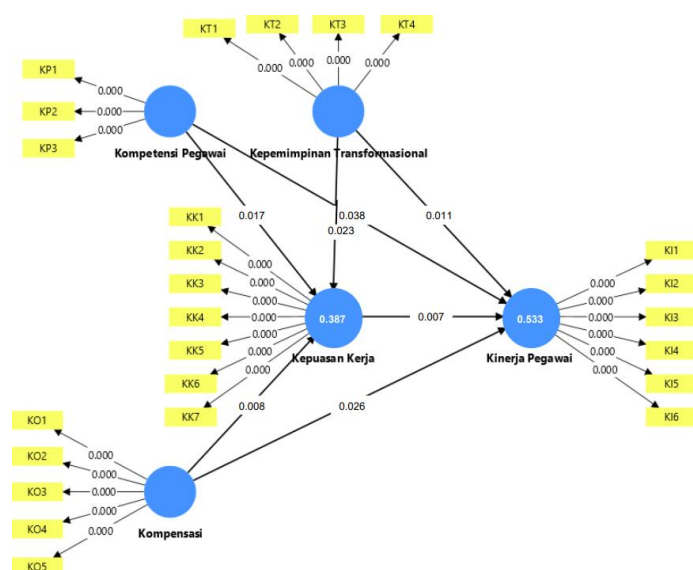


Figure Inner Model (Structural Model)

After conducting a model evaluation and finding that each construct has met the validity and reliability requirements, the next step is to evaluate the structural model which includes model fit, R^2 and F^2 with the following results:

1) Model Fit Test

In this study, the evaluation of model fit used SRMR, d ULS, d G, Chi square and NFI, with the following results:

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.071	Fit
2	d_ ULS	> 0.05	0.643	Fit
3	d_ G	> 0.05	0.752	Fit
4	Chi-Square	>X2table (df = 55; X2table = 30.6123)	30,698	Fit
5	NFI	Approaching 1	0.854	Fit

The analysis results show that the tested model exhibits an acceptable fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

2) R-square

The structural model is evaluated using R-square for the dependent construct. The R^2 value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence.

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Square
1	Job satisfaction	0.387	0.357
2	Employee Performance	0.533	0.456

Based on table, the Adjusted R-square value for job satisfaction is 0.357, this means that 35.7% of the variation or job satisfaction is influenced by transformational leadership, employee competence and compensation while the remaining 64.3% is influenced by other variables not studied. The Adjusted R-square value of employee performance is 0.456, this means that 45.6% of the variation or change in employee performance is influenced by transformational leadership, employee competence, compensation and job satisfaction, the remaining 54.4% is influenced by other variables not studied.

3) F-square

The F^2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Value

Variable Relationship	<i>f-Squares</i>	Substantiv e influence
Transformational leadership-> Job satisfaction	0.357	Big
Transformational leadership-> Employee performance	0.172	Enough
Job satisfaction-> Employee performance	0.384	Big
Compensation-> Job satisfaction	0.361	Big
Compensation-> Employee performance	0.246	Enough
Employee competency-> Job satisfaction	0.477	Big
Employee competency-> Employee performance	0.215	Enough

Based on the table above, it can be seen that the relationship between variables that have a large substantive influence occurs in the variable transformational leadership on job satisfaction (0.357), job satisfaction on employee performance (0.384), compensation on job satisfaction (0.361) and employee competence on job satisfaction (0.477). Meanwhile, the relationship between variables that have a fairly large substantive influence occurs in the variable transformational leadership on employee performance (0.172), compensation on employee performance (0.246) and competence on employee performance (0.215).

Hypothesis Testing:

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. The stability of the estimates is tested using the t-statistic through a bootstrapping procedure.

1) Direct Effect Hypothesis Test

The basis for hypothesis testing in this study is the value of the path coefficient. The path coefficient results for structural model testing are obtained by comparing the p-value with alpha (0.005) or a t-statistic (>1.96).

The path coefficient results can be seen in the following table:

Table Path Coefficient

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H1 Transformational leadership -> Job satisfaction	0.259	2,075	0.023	H1 accepted
H2 Employee competency-> Job satisfaction	0.270	2,367	0.017	H2 accepted
H3 Compensation -> Job satisfaction	0.329	3,164	0.008	H3 is accepted
H4 Transformational leadership -> Employee performance	0.257	2,575	0.011	H4 accepted

H5	Employee competency-> Employee performance	0.191	2,054	0.038	H5 is accepted
H6	Compensation -> Employee performance	0.234	2,238	0.026	H6 is accepted
H7	Job satisfaction -> Employee performance	0.358	3,294	0.007	H7 accepted

Based on the data presented in table above, it can be seen that the three hypotheses proposed in this study are explained as follows:

a. The Influence of Transformational Leadership on Employee Job Satisfaction

The results of the hypothesis test show that the P-values that determine the influence of transformational leadership on job satisfaction are $0.023 < 0.05$ and the T-Statistics value $(2.075) > 1.96$. Meanwhile, the original sample has a value of 0.259 (positive). These results support the first hypothesis, namely that transformational leadership has a positive and significant effect on employee job satisfaction, which means H1 is accepted.

b. The Influence of Competence on Employee Job Satisfaction

The results of the hypothesis test show that the P-values that determine the influence of competence on job satisfaction are $0.017 < 0.05$ and the T-Statistics value $(2.367) > 1.96$. Meanwhile, the original sample has a value of 0.270 (positive). These results support the second hypothesis, namely that competence has a positive and significant effect on employee job satisfaction, which means H2 is accepted.

c. The Influence of Compensation on Employee Job Satisfaction

The results of the hypothesis test show that the P-values that determine the effect of compensation on job satisfaction are $0.008 < 0.05$ and the T-Statistics value $(3.164) > 1.96$. Meanwhile, the original sample has a value of 0.329 (positive). These results support the second hypothesis, namely that compensation has a positive and significant effect on employee job satisfaction, which means H3 is accepted.

d. The Influence of Transformational Leadership on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of transformational leadership on employee performance are $0.011 < 0.05$ and the T-Statistics value $(2.575) > 1.96$. Meanwhile, the original sample has a value of 0.257 (positive). These results support the fourth hypothesis, namely that transformational leadership has a positive and significant influence on employee performance, which means H4 is accepted.

e. The Influence of Competence on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of competence on employee performance are $0.038 < 0.05$ and the T-Statistics value $(2.054) > 1.96$. Meanwhile, the original sample has a value of 0.191 (positive). These results support

the fifth hypothesis, namely that competence has a positive and significant effect on employee performance, which means H5 is accepted.

f. The Effect of Compensation on Employee Performance

The results of the hypothesis test show that the P-values that determine the effect of compensation on employee performance are $0.026 < 0.05$ and the T-Statistics value ($2.238 > 1.96$). Meanwhile, the original sample has a value of 0.234 (positive). These results support the sixth hypothesis, namely that compensation has a positive and significant effect on employee performance, which means H6 is accepted.

g. The Influence of Job Satisfaction on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of job satisfaction on employee performance are $0.007 < 0.05$ and the T-Statistics value ($3.294 > 1.96$). Meanwhile, the original sample has a value of 0.358 (positive). These results support the seventh hypothesis, namely that job satisfaction has a positive and significant effect on employee performance, which means H7 is accepted.

2) Indirect Effect Hypothesis Test (Mediation Effect)

The results of testing the hypothesis of indirect influence through trust as a mediating variable were carried out by looking at the results of the specific Indirect Effect which can be presented in the following table:

Table Specific Indirect Effects

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H8 Transformational leadership -> Job satisfaction -> Employee performance	0.229	2,200	0.032	H8 accepted
H9 Competence -> Job satisfaction -> Employee performance	0.246	2,217	0.028	H9 accepted
H10 Compensation -> Job satisfaction -> Employee performance	0.202	2,044	0.045	H10 accepted

Based on the data presented in the table above, it can be seen that the three hypotheses proposed in this study are explained as follows:

a. The Role of Job Satisfaction in Mediating the Effect of Transformational Leadership on Employee Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.032 < 0.05$ and the T-Statistics value is positive ($2.200 > 1.96$) with the original sample value of 0.229 (positive). These results support the eighth hypothesis, namely that job satisfaction plays a role in mediating the positive and significant influence of transformational leadership on

employee performance.

b. The Role of Job Satisfaction in Mediating the Effect of Competence on Employee Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.028 < 0.05$ and the T-Statistics value is positive ($2.217 > 1.96$) with the original sample value of 0.246 (positive). These results support the ninth hypothesis, namely that job satisfaction plays a role in mediating the positive and significant influence of competence on employee performance.

c. The Role of Job Satisfaction in Mediating the Effect of Compensation on Employee Performance

The results of the hypothesis test show that the P-Values specific indirect effect is $0.045 < 0.05$ and the T-Statistics value is positive ($2.044 > 1.96$) with the original sample value of 0.202 (positive). These results support the tenth hypothesis, namely that job satisfaction plays a role in mediating the positive and significant influence of compensation on employee performance.

Discussion:

1) The Influence of Transformational Leadership on Employee Job Satisfaction.

The results of the hypothesis 1 test found that transformational leadership has a positive and significant effect on employee job satisfaction, with a P-value of $0.023 < 0.05$ and a T-statistic of $2.075 > 1.96$. Meanwhile, the original sample had a value of 0.259 (positive). This indicates that better leadership will increase employee job satisfaction. This means that the transformational leadership style can inspire and motivate employees by creating a clear and compelling vision. This can increase employee ownership and engagement in their work, which in turn increases job satisfaction.

2) The Influence of Competence on Employee Job Satisfaction

The results of the hypothesis 2 test found that competence has a positive and significant effect on employee job satisfaction, with a P-value of $0.017 < 0.05$ and a T-statistic of $2.367 > 1.96$. Meanwhile, the original sample had a value of 0.270 (positive). This indicates that the higher the competence, the higher the employee job satisfaction. This is because adequate competence helps employees perform their tasks better and more effectively, thereby increasing their job satisfaction.

The results of this study provide substantial meaning that the competency possessed by an employee technically and in accordance with company SOPs in mastering all areas of work has an impact on employee satisfaction. People who have superior competency in work practices will work optimally so that when working in a company they are accompanied by a sense of satisfaction because they are able to work according to their field.

The results of this study are in line with research conducted by Suroto, Soetomo & Hendrajaya (2018); Zainal, Idris & Maryadi (2024); Aprilliansyah & Chalid (2020); Wiranata (2021); Masruchiyah, Gumay & Ratnasih (2023) which stated that competence has a positive influence on job satisfaction. This shows that competence is a crucial factor influencing employee job satisfaction. Improved competence will positively impact employee job satisfaction, performance, and motivation. Adequate competence enables employees to perform tasks more efficiently and effectively, which impacts their performance. Good performance, in turn, increases employee satisfaction with their jobs.

3) The Influence of Compensation on Employee Job Satisfaction

The results of the hypothesis 3 test found that compensation has a positive and significant effect on employee job satisfaction, with a P-value of $0.008 < 0.05$ and a T-statistic of $3.164 > 1.96$. Meanwhile, the original sample had a value of 0.329 (positive). This indicates that the fairer and more satisfying the compensation given to employees, the higher the employee satisfaction. This is because good compensation can be seen as an indicator that the company values employee contributions. According to Sutrisno (2021:180), the amount of compensation can influence performance, work motivation, and job satisfaction.

The results of this study can be interpreted from a different perspective, namely that fair compensation, which provides appropriate compensation according to each employee's work, will be able to increase employee job satisfaction sustainably in a company. Conversely, if compensation is given unfairly according to an employee's hard work, it will lead to disappointment, which then has an impact on the low satisfaction felt by an employee after working at the company.

4) The Influence of Transformational Leadership on Employee Performance

The results of the hypothesis 4 test found that transformational leadership has a positive and significant effect on employee performance with a P-value of $0.011 < 0.05$ and a T-statistic value $(2.575) > 1.96$. Meanwhile, the original sample had a value of 0.257 (positive). This indicates that the better the transformational leadership implemented by the leader, the better the employee performance will be. This can be interpreted as meaning that transformational leaders can increase employee motivation, commitment, and productivity, which in turn has an impact on improving team and organizational performance.

The results of this study provide a descriptive overview that a leader is a crucial factor, especially in implementing their characteristics as a transformational leader. Transformational leadership that embraces all employees, involving active participation and mutual respect in every action and work outcome, will improve employee performance. An employee who feels valued within the context of transformational leadership will feel like they are part of the company family.

5) The Influence of Competence on Employee Performance

The results of the hypothesis 5 test found that competence has a positive and significant effect on employee performance with a P-Value of $0.038 < 0.05$ and a T-Statistics value $(2.054) > 1.96$. Meanwhile, the original sample had a value of 0.191 (positive). This indicates that the higher the competence possessed by employees, the better their performance will be. This can be interpreted as when employees increase their level of proficiency in work, their performance results are generally expected to improve.

The results of this study can be described as an employee who has good competence, good work skills, and expertise in working together in a company in a work context will be able to improve their daily performance. This shows that competency is important for an employee to have, and companies need to continue to improve this competency. The skills needed to work in the company must have a clear mechanism, must be clear in education and management.

6) The Effect of Compensation on Employee Performance

The results of the hypothesis 6 test found that compensation has a positive and significant effect on employee performance with a P-Value of $0.026 < 0.05$ and a T-Statistics value $(2.238) > 1.96$. Meanwhile, the original sample had a value of 0.234 (positive). This indicates that providing appropriate and fair compensation will improve employee performance. This can be interpreted as good compensation, both financial and non-financial, can increase employee motivation, job satisfaction, productivity, and performance.

Compensation from the perspective of this research is an important factor because of its extraordinary influence on employee performance. An employee who receives fair compensation from the company according to the results of his hard work will feel satisfied which will ultimately lead to work awareness and improve his performance independently.

7) The Influence of Job Satisfaction on Employee Performance

The results of the hypothesis 7 test found that job satisfaction has a positive and significant effect on employee performance with a P-value of $0.007 < 0.05$ and a T-statistic value $(3.294) > 1.96$. Meanwhile, the original sample had a value of 0.358 (positive). This indicates that the higher the employee's job satisfaction, the higher the employee's performance. Satisfied workers are more motivated to give their best in their jobs. Job satisfaction can motivate employees to improve their performance, develop their skills, and even provide suggestions for company improvements.

8) The Role of Job Satisfaction in Mediating the Effect of Transformational Leadership on Employee Performance

The results of the hypothesis test 8 were found Job satisfaction plays a role in mediating the positive and significant influence of transformational leadership on employee performance with a specific indirect effect P-Value of $0.032 < 0.05$ and a positive T-Statistics value $(2.200) > 1.96$ with a value of the original sample value was 0.229 (positive). This indicates that job

satisfaction acts as a 'bridge' between transformational leadership and employee performance. Transformational leadership creates a satisfying work environment, which then increases employee job satisfaction. High job satisfaction, in turn, improves employee performance because they are more motivated and productive.

The results of this study are in line with research conducted by Priyatmo (2018); Adiprana & Surya (2025); Bagaskara et al (2023); Djuraiddi & Laily (2020) which states that Satisfaction to Workload mediates the influence of transformational leadership on employee performance. Transformational leaders who are able to create a clear vision, motivate the team, and provide support will create a satisfying work environment. This, in turn, will increase employee job satisfaction, which in turn motivates them to work harder and achieve better performance.

9) The Role of Job Satisfaction in Mediating the Effect of Competence on Employee Performance

The results of the hypothesis 9 test were found Job satisfaction plays a role in mediating the positive and significant influence of competence on employee performance with a specific indirect effect P-Value of $0.028 < 0.05$ and a positive T-Statistics value $(2.217) > 1.96$ with an original sample value of 0.246 (positive). This shows that job satisfaction plays a mediating role, meaning that job satisfaction strengthens and clarifies the relationship between competence and performance. Employees who are satisfied with their jobs tend to be more motivated to use their competence optimally, resulting in better performance.

From the researcher's perspective, the results of this study indicate that job satisfaction is a crucial factor in a company. Job satisfaction plays a role in mediating the relationship between competency and employee performance. Therefore, if job satisfaction and competency synergize, mutually reinforcing each other will result in sustained performance improvement, resulting in employees being more productive and achieving their work targets.

The results of this study are in line with research conducted by Trisnaningsih & Suhana (2024); Suristya & Adi (2021); Fitriani, Foeh & Manafe (2022) which stated that Job satisfaction plays a role in mediating the positive and significant influence of competence on performance. Research by Fitriani, Foeh, and Manafe (2022) suggests that high employee job satisfaction can motivate employees to improve their abilities, knowledge, and skills, enabling them to perform their duties and functions professionally and with integrity, both within teams and individually.

10) The Role of Job Satisfaction in Mediating the Effect of Compensation on Employee Performance

The results of the hypothesis test 10 were found Job satisfaction plays a role in mediating the positive and significant influence of compensation on employee performance with a specific indirect effect P-Values of $0.045 < 0.05$ and a positive T-Statistics value $(2.044) > 1.96$ with an original sample value of 0.202 (positive). This shows that if employees are satisfied with the

compensation they receive, whether in financial form such as salary, bonuses or allowances or non-financial in the form of gifts, awards or job promotions, employees will try to improve their performance. Employee performance will be maximized and continue to increase if employees are satisfied with the compensation provided by the company, and vice versa, employee performance will decrease if employees are disappointed with the compensation from the company.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: Transformational leadership has a positive and significant effect on employee job satisfaction with a P-Value of $0.023 < 0.05$ and a T-Statistics value $(2.075) > 1.96$. Competence has a positive and significant effect on employee job satisfaction with a P-Value of $0.017 < 0.05$ and a T-Statistics value $(2.367) > 1.96$. Compensation has a positive and significant effect on employee job satisfaction with a P-Value of $0.008 < 0.05$ and a T-Statistics value $(3.164) > 1.96$. Transformational leadership has a positive and significant effect on employee performance with a P-Value of $0.011 < 0.05$ and a T-Statistics value $(2.575) > 1.96$. Competence has a positive and significant effect on employee performance with a P-Value of $0.038 < 0.05$ and a T-Statistics value $(2.054) > 1.96$. Compensation has a positive and significant effect on employee performance with a P-Value of $0.026 < 0.05$ and a T-Statistics value $(2.238) > 1.96$. Job satisfaction has a positive and significant effect on employee performance with a P-Value of $0.007 < 0.05$ and a T-Statistics value $(3.294) > 1.96$. Job satisfaction plays a role in mediating the positive and significant influence of transformational leadership on employee performance with a specific indirect effect P-Value of $0.032 < 0.05$ and a positive T-Statistics value $(2.200) > 1.96$.

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