



# Transformational Leadership and Compensations Effect on Employee's Performances by means of Job Satisfaction as Mediation Variable at CV. General Design Klungkung Regency

Putu Ayu Krisna Dewi and Ida Bagus Udayana Putra

Universitas Warmadewa, Denpasar, Bali

\*E-mail: krisnaayu188@gmail.com

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**Abstract**—Employees performance at company needs been noticed because it can affect to the company's performance. This study aims to analyze the effect of transformational leadership and compensation on employee's performances by means of job satisfaction as mediation variable. The object of this study are all employees of CV. General Design totaling 40 people. The data are collected by using a questionnaire with five Likert scale and using Partial Least Square (PLS) as a data analyze. The results of this study indicated that transformational leadership had a positive and insignificant results on employee's performances, but it had a positive and significantly effect to job satisfaction. Then compensation had a positive effect and significant to the job satisfaction and the employee's performances. While job satisfaction affects positively and had no significant effect to the employee's performances. In addition, job satisfaction is not a mediation of transformational leadership and compensation effect on the employee's performances. For the further researchers are expected to add alternative constructs that affect to the employee's performances besides transformational leadership, compensation, and job satisfaction. In addition, for the next researches, it should add more references related to research and hope this result can be used for reference to study on similar companies.

**Keywords:** compensation; employee's performances; job satisfaction; transformational leadership

## I. INTRODUCTION

Economic competition is very dynamic. Competition between companies in the service sector is also undeniable. Many companies in the service sector, especially consultants offer consulting services so can provide solutions to solving clients' problems. The number one need of the company that handles the service area is qualified human resources. CV. General Design which handles the service area, especially consulting services in the sector of civil and architectural has been providing consulting services in the construction and architectural sector since 2005. Many qualified employees work for this company. The important capital that should be had by the companies to operate and deliver the company

goals was human resources (Permatasari & Prasetyo, 2018). The success of the company will be achieved if the resources in the company have been managed properly by the leader. The leader can face challenges and also opportunities by applying Resource Base View Theory. This theory emphasizes that the company's internal factors are very important including the relationship between resources, profitability, capability, and competitive advance (Barney, 2001).

According to Mangkunegara (2017), employee performance is interpreted as a job outcome in terms of grade and also the amount that has been held by employees while finishing their work according to their responsibilities. Many things that affect the employee's performance there're abilities and

expertness, work plan, knowledgeable person, personality traits, leadership, job motivation, leadership style, organization's culture, job satisfaction, the environment around the workplace, loyalty, commitments and job disciplines (Kasmir, 2016). As stated by Handoko (2008) employee performances be affected by motivation, compensation, work environment and organizational commitment but this present study discussed transformational leadership, compensation, and job satisfaction.

Transformational leadership is a leadership style that stimulates employees to make a new perception of the leader with intellectual stimulation. The leader makes perception as a figure that supports and gives individual consideration to the employees, inspirational motivation and charisma (Bass, 1990). Leaders with a transformational leadership style can affect the employee to increase their performance in line with research results by Buil et al. (2019); Mahrum et al. (2021); Lestari et al. (2018) that argue transformational leadership style had a positive effect and significant to employee's performances.

Not only transformational leadership style can increase the employee's performance, compensation cans do the same too. Compensation is all income like money, direct or indirect objects earned by an employee as an honour for all services that have been submitted to the company (Hasibuan, 2017). Based on the study of Pangastuti et al. (2020); Juliarti et al. (2018); Mahrum et al. (2021); Saman (2020) state that compensation had a positive effect and was significant on employee performance.

In the development of research, there are differences in the research result amongst transformational leadership style and compensation. Mahrum *et al.*, (2021) state transformational leadership and compensation had a positive effect and are significant to the employee's performance. While Hartawan *et al.*, (2021) argue that Transformational leadership doesn't have a significant effect on the employee's performance. Krisnawan & Djastuti (2021) state that compensation has a positive insignificant effect on employee's performances. The result show inconsistent with each other. In this study is expected that Job satisfaction can mediate the link between transformational leadership style and compensation for employees' performances. Results of the study by Aryanta et al. (2019); Juliarti et al. (2018); Kawiana et al. (2020);

Rosalia et al. (2020) that employee performance was positively and significantly impacted by job satisfaction.

Based on the theory and the result of the study Leadership style affects employee performance (especially transformational leadership style), compensation, and job satisfaction. CV. General Design is a development planning and supervision consultant who engages in consulting services in the civil and architectural sectors. Based on an independent interview with Ir. I Gede Rudi Suryantara, S.H., M.Hum as director of CV. General Design from 2019 to 2022 there was a problem with employee performance that can be indicated by the decrease in the number percentages of work in accordance with the time schedule. It can be seen in Table 1.

**Table 1.** Data percentages of work in accordance with the time schedule 2018-2022

Years	Number of Pro-jects	Finished as Time Schedule	Percent-ages
2018	20	18	90%
2019	10	9	90%
2020	9	8	89%
2021	15	13	86,6%
2022	17	14	82%

Source: Director CV. General Design, 2022

Based on the data above, shows that there is a decrease in the percentage of work from 2019 to 2022. Although the decrease is still under 6% every year if it is left unchecked will make a bad impact on organizational performance. Because of problem that found at CV. General Design and the different results of the researcher so in this study chose to analyze the impact of transformational leadership and compensation on employee's performances with job satisfaction variable as mediate at CV. General Design.

There are some previous related studies that conducted a similar study to this present study. Roz (2019) examined job satisfaction that mediated the effect of transformational leadership styles on employee performance in the food industry in Malang. The results study of Roz (2019) showed that transformational leadership style and job satisfaction had a positive and significant influence on employee performance, and job satisfaction was able to mediate a positive relationship between transformational leadership scores on employee performance in the food industry in Malang. In addition, another similar study was

also conducted by Kotama et al. (2020) that determined the effect of transformational leadership and career development on employee performance with organizational commitment as a variable. The results study by Kotama et al. (2020) showed that transformational leadership proved to have a positive and significant effect on organizational commitment.

Based on the background and the previous studies above, it can be stated that it needs to conduct a study on transformational leadership and compensation's effect on employee performance. Therefore, this study aims to analyze the effect of transformational leadership and compensation on employee performance by means of job satisfaction as a mediation variable at CV. General Design Klungkung Regency.

## II. CONCEPT AND HYPOTHESIS

The leadership style that extensively researched can affect employee performance known as the transformational leadership style (Advani & Abbas, 2015). A transformational leader can be a good figure to the employee, can motivate the employee to be creative, and innovative and find a way to break the problem with a new perspective. The transformational leader also gives consideration to every problem faced by employees so that can make good job satisfaction for increasing employee performance (Diansyah, 2018). In an effort to increase employee job satisfaction, the company should know many factors that can increase it. Compensation programs are so important to be applied so can increase employee job satisfaction that will impact employee performance. When the company want to give compensation to their employee it must be fair and appropriate so the employee feel satisfied and then give their best performance (Saman, 2020). This research purpose is to find the solution for solving the problem of employee performance at CV. General Design focuses on transformational leadership variables and compensation. This research uses quantitative and qualitative design and the conceptual framework is below.

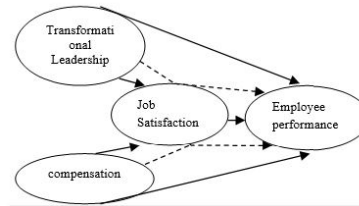


Figure 1. Conceptual framework

According to the conceptual framework above the hypotheses of this research are:

H1: transformational leadership has a positive effect and is significant to the employee's performance.

H2: compensation has a positive effect and is significant to the employee's performance.

H3: transformational leadership has a positive effect and is significant to the employee's job satisfaction.

H4: compensation has a positive effect and is significant to the employee's job satisfaction.

H5: job satisfaction has a positive effect and is significant to the employee's performance.

H6: how job satisfaction mediates transformational leadership effect on the employee's performances.

H7: how job satisfaction mediates the compensation effect on the employee's performance.

## III. METHOD

This research was conducted at CV. General Design in Klungkung Regency. This research used a questionnaire to collect data from the respondents and also observation, interview, and documentation. The population of this research was all of CV. General Design employees a total of 40 employees. The sampling method was the census method. The Census method is the determination of the sample if all members of the population are used as samples (Sugiyono, 2019). The Census method was used because all members of the population are 40 and less than 100 respondents. For the method of analysis in this research use Partial Least Square (PLS). The variables used in this research are a) transformational leadership, b) compensation, c) job satisfaction, and d) employee performance.

### III. RESULT AND DISCUSSION

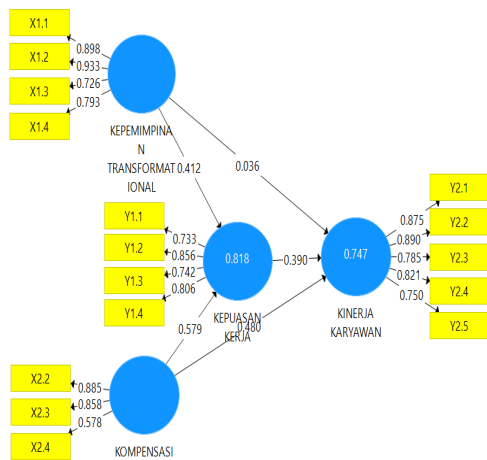
This research analyzes the influence of exogenous variables and endogenous variables. Before starting the analysis it must be tested first to the empirical model research

**Table 2.** Statistical Test Result

Variable	Indicators	Correlation coefficient	Explanation
Transformational Leadership	X1.1	0,898	VALID
	X1.2	0,933	VALID
	X1.3	0,726	VALID
	X1.4	0,793	VALID
Compensation	X2.2	0,885	VALID
	X2.3	0,858	VALID
	X2.4	0,578	VALID
Job Satisfaction	Y1.1	0,733	VALID
	Y1.2	0,856	VALID
	Y1.3	0,742	VALID
	Y1.4	0,806	VALID
Employee Performance	Y2.1	0,875	VALID
	Y2.2	0,890	VALID
	Y2.3	0,785	VALID
	Y2.4	0,821	VALID
	Y2.5	0,750	VALID

Data Processed, 2022

Table 2 shows that all of the indicators that built the research construct had an outer loading value of more than 0,50 and were significant to the statistic on the 0,05 level so that they can be declared valid according to the convergent validity criteria. Because all indicators are valid based on convergent validity criteria so the result of calculations and tests can be seen in figure 2.



**Figure 2.** Outer Loading and Path Analysis Result

For the test result of direct and indirect effect or mediating variable testing is presented in Table 3 and Table 4 below.

**Table 3.** Direct Effect Examination

construct	Original Sample (O)	T-Statistic	Information
Transformational Leadership → Employee Performance	0,132	0,954	Insignificant
Compensation → Employee Performance	0,740	6,321	Significant
Transformational Leadership → Job Satisfaction	0,366	2,595	Significant
Compensation → Job Satisfaction	0,597	4,541	Significant
Job Satisfaction → Employee Performance	0,438	1,626	Insignificant

Survey Data Analysis Result With PLS

**Table 4.** Indirect Effect Examination

construct	Original Sample (O)	T-Statistic	Information
Transformational Leadership → Job Satisfaction → Employee Performance	0,160	1,062	Insignificant
Compensation → Job Satisfaction → Employee Performance	0,261	1,741	Insignificant

Survey Data Analysis Result With PLS

### The Effect of the Transformational Leadership on Employee Performance

According to the result of the statistical test transformational leadership had a positive effect in the amount of 0,036 and insignificant to employee performance. It is indicated that although transformational leadership better than before it cannot increase employee performance in real conditions at CV. General Design. This result doesn't support Robin & Judge (2015) who states that transformational leadership builds interactions between the leader and the employees in order to change employees' behaviour became highly

motivated and strive to achieve high achievement and performance. Be based result of the calculation in this research, in order to improve employee performance, the leader should be able to inspire, tell the employee how to solve work problems and give attention to employees whether it's individual attention or in the form of praise. The leader at CV. General Design especially the top leader rarely active in the company operations because there was a clear job description and time schedule for every project that must be completed by the employee. So that whether or not there is a leader, employees already know the work that must be completed and when the work must be finished. That's why transformational leadership doesn't affect employee performance in reality at CV. General Design.

This result is in line with the study of Hartawan (2021); Eliyana et al. (2019); Kawiana et al. (2020); Priarso et al. (2018); Wahyuniardi & Nababan (2018) that found transformational leadership had a positive effect and insignificant to employee's performances but this result contradict with research result of Kawiana et al. (2020); Mahrum et al. (2021); Lestari et al. (2018); Purba & Sudibjo (2020); and Ferri et al. (2020) that show transformational leadership had a positive effect to employee's performances and also significant.

### **The Effect of Compensation on Employee Performance**

This study found that compensation has a positive effect in the amount of 0,480 and is significant to employee performance. It means that the higher compensation at CV. General Design can increase employee performance and less compensation for the employees so lower employee performance can be given. According to Suwatno and Priansa (2011:219), compensation is an important thing for motivating and pushing employees in order to increase their performance. Based on the statistical calculation if the company wants to increase employee performance the leader of the company should increase the amount of compensation for the employees. Not only financial compensation but also non-financial compensation like holiday activities or field trips every year for all employees at CV. General Design.

The statistical outcome is in line with Pangastuti et al. (2020); Juliarti et al. (2018); Mahrum et al. (2021); Purba & Sudibjo (2020); Wirya (2019) that argue compensation had a positive effect and significant to

employee's performances. But this result contradicts the research of Aromega et al. (2019); Idris et al. (2020); Elburdah (2020); Rosalia et al. (2020) which show that compensation had a negative significant effect on employee performance.

### **The Effect of Transformational Leadership on Job Satisfaction**

According to the result of the statistical test transformational leadership had a positive effect in the amount of 0,412 and was significant to job satisfaction. The result indicates that better transformational leadership can work up job satisfaction in a real condition toward CV. General Design. Chang & Lee (2007) argue that transformational leadership is one of many factors that contribute to a rise in job satisfaction. The transformational leader set an example and is a role model for the employees, pushing and giving motivation to the employees to be creative and innovative and also solve the problem with the new approach. Transformational leadership also cares about the problems that are faced by the employee, is willing to accept employee consultation and provides a sense of comfort in completing their work so that the employee feels satisfied and can create job satisfaction in the employee.

The result of this investigation is in line with the study of Eliyana et al. (2019); Krisnawan (2021); Lestari et al. (2018); Priarso et al. (2018); Wahyuniardi & Nababan (2018) which found that transformational leadership had a positive effect and significant to job satisfaction. But this research contradicts to research result of Diansyah (2018) who states transformational leadership had an insignificant effect on job satisfaction.

### **The Effect of Compensation on Job Satisfaction**

This study found that compensation had a positive effect in the amount of 0,579 and was significant to employee job satisfaction. That means the higher compensation at CV. General Design will increase employee job satisfaction in real conditions. This result support to the statement of Syah (2013) that if the employee needs have been met by providing fair compensation, then employee job satisfaction will be created. This investigation is in line with the research of Krisnawan (2021); Juliarti et al. (2018); Saman (2020); Sinaga (2021) that state compensation had a positive effect and is significant on job satisfaction.

### **The Effect of Job Satisfaction on The Employee Performance**

This result found that job satisfaction had a positive effect in the amount of 0,390 but insignificant to the employee's performances. That's to say that increasing job satisfaction cannot increase the employee's performance in real conditions at CV. General Design. Every single employee certainly has a different level of satisfaction. According to the result of statistical analysis job satisfaction indicator that should be noticed by the leader is satisfaction with co-work. If the employee of the company had satisfaction with their work environment one of them co-works the company will be more productive (Chen, 2006). Job satisfaction had an insignificant effect on employee performance because the leader rarely interacts with the employee so an interactive atmosphere is not built for employees. Employees tend to focus on their individual jobs. It is hoped that the attention of the leadership will create a comfortable and pleasant atmosphere among employees. In order to establish employee job satisfaction that can enhance employee performance, coworker satisfaction needs to be raised. That's why job satisfaction doesn't significantly influence employee performance.

The result of this investigation is in accordance with to study of Adiyasa & Windayanti (2018); Rofiliana et al. (2021); Saban et al. (2020); Safani Sitorus (2021); and Ismail (2022) that argue job satisfaction had a positive insignificant effect to employee performance but this result contradicts to the research of Aryanta et al. (2019); Juliarti et al. (2018); Martini et al. (2019); Kawiana et al. (2020); Rosalia et al. (2020) which show that job satisfaction had positive significant effect to the employee's performances..

### **Job Satisfaction Mediates Transformational Leadership Effect on Employee's Performances.**

According to the standard of Hair et al. (2010) that job satisfaction can't mediate transformational leadership to the employee's performance. This is seen from the relation of transformational leadership to the employee's performance directly is insignificant, but the indirect effect of transformational leadership on employee performance is insignificant too. It means that the effect of transformational leadership on the employee's performance had not run well past job satisfaction. So, therefore, job satisfaction is cannot mediate the effect of transformational leadership on employees' performances in CV. General

Design.

This result is contradicted by Feri et al. (2020); Krisnawan (2021); Kawiana et al. (2020) who showed that job satisfaction had an important contribution to the mediate effect of transformational leadership on employee performance.

### **Job Satisfaction Mediates the Compensation Effect on The Employee's Performances.**

According to the criteria of Hair et al., (2010) in this study job satisfaction can't mediate the effect of compensation on employee performance. It can be seen by the relationship between compensation the employee performance directly is significant, but indirectly the relationship between compensation to the employee's performance through job satisfaction is not significant. It means that the effect of compensation on employee performance had not run well past employee job satisfaction. So, therefore, job satisfaction is cannot mediate the effect of compensation on the employee's performance on their CV. General Design.

The result of this investigation is in accordance with the study of Idris et al., (2020) who examined 155 full-time and permanent employees as civil servants who had worked for more than a year at State Polytechnic College in East Java, Indonesia. The result of the research found that job satisfaction didn't prove a mediator of compensation effect on the employee's performance. However, this result contradicts the research of Krisnawan & Djastuti (2021) who examined 65 permanent employees of PT. Sango Ceramics Indonesia. The research found that job satisfaction mediates the relationship between compensation to employee performance. Juliarti et al., (2018) and Sinaga (2021) also found the result that indicates employee's performances have been affected by the compensation variable through job satisfaction accession.

## **V. CONCLUSION**

Statistical outcomes indicated that transformational leadership had positive and insignificant results on employee performance. The effect of compensation on the employee's performance shows positive and significant results. The influence between transformational leadership and job satisfaction has a positively significant outcome. The effect of compensation on job satisfaction was a positively significant outcome. The effect of job satisfaction on employee performance show positive outcome

but is insignificant. The role of job satisfaction as a mediating variable is not mediate the relationship between transformational leadership the employee performance. The effect of compensation on the employee's performance has not been affected by job satisfaction.

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