The Effect of Compensation and Leadership Style on Employee's Working Performance with Job Satisfaction as a Moderating Variable (Case Study at CV Royal ATK Malang)

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ARTICLE INFO	ABSTRACT
	A human resource is a vital resource for the organization. The strength and weakness of the organization will be effected by the management of human resource as the driving force of the organization. Therefore, compensation and leadership factors are elements that can affect employee satisfaction and performance. This study aims to examine the effect of compensation and leadership style on employee satisfaction and performance at CV Royal ATK Malang. This study used an explanatory research approach, using a questionnaire as a data search tool. All 100 employees of CV Royal ATK were used as saturated samples in this study. Data analysis techniques use Path Analysis. The results of the study show that compensation and leadership style have an influence on job satisfaction. Compensation and leadership style also have an influence on performance. Job satisfaction has a significant effect on employee performance at CV Royal ATK Malang. The research results also note that job satisfaction is proven to be able to mediate the relationship between compensation and performance and job satisfaction is able to mediate the relationship between leadership and employee performance. Keywords: Compensation, Leadership Style, Job Satisfaction, Performance

INTRODUCTION

Compensation is known as form of a company action to provide facilities for its employees, it can be in the form of salaries, bonuses or prizes, which aims to motivate employees to have good performance. According to Hasibuan (2016), compensation is all income in the form of money or goods directly or indirectly received by employees in return for services provided to the company.

Compensation in the organization must be regulated in such a way that it is a good system within the organization (Simamora, 2006). The company provides compensation in the hope that there will be a sense of reciprocity from the employee to work with good performance. Hasibuan (2016) states that properly implemented compensation will provide work motivation for employees. The compensation given must be appropriate, fair, acceptable, satisfying, motivating, rewarding and in

accordance with needs (Lewa & Subowo, 2005). Compensation will provide benefits to both parties, both the company and the employees.

Providing appropriate compensation according to the wishes of employees and the ability of the company will create a healthy cooperative relationship for the advancement of company performance. In addition, compensation that is in accordance with the wishes of employees for their work can spur employee enthusiasm to work better from time to time, thereby having a positive influence on improving employee performance. Satisfaction with the amount of compensation is the main element of creating job satisfaction. In addition, compensation satisfaction also plays a role in shaping an employee's attitude at work. According to Simamora (2017) compensation affects satisfaction and performance, as feedback that can make employees adjust their behavior.

Research by Arifin, Putra and Hartanto (2019) stated that three things affect employee performance, namely compensation, excellent leadership quality to lead a company, by utilizing employees who are competent in a predetermined field of work and provide adequate compensation in stages employees who excel, this will improve the performance of company employees. In line with Sulastri (2016) who found that there is an influence between compensation, leadership, and the work environment on employee performance.

Companies often face problems regarding the performance of their employees. There is a target to achieve the level of effectiveness and efficiency desired by the leadership, the company must have a good and adequate work system and employees who have good performance. With this problem, a leader is needed who is able to strive so that every activity carried out can achieve maximum results. Leaders have an important influence on improving employee performance. Through good leadership, company goals will be achieved.

A leader must be able to adapt to employees and apply good strategies to carry out the company's vision and mission. Rivai et al., (2014) stated that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader in order to achieve organizational goals. The relationship between a leader and those who are led is a leadership process because the leader needs followers and followers needs a leader. Even though leaders and followers are interrelated, it is the leaders who often take the initiative to establish relationships, communicate and maintain relationships so that the company's goals as formulated in the company's vision, mission, plans and strategies can be achieved.

Bratamangala and Munawaroh (2018) found that there is a significant influence between leadership and compensation on satisfaction and performance. The role of leaders or top management is very important to increase employee satisfaction and performance. Leaders need to increase employee participation in decision making, by inviting or involving employees in important activities. And compensation must be applied in a fair and reasonable manner in accordance with the workload given to employees. In addition, Egie, Sumardi and Nurhayati's research (2019) also found evidence of a significant influence between leadership and compensation on performance.

Employee performance must be monitored seriously, because it has a direct impact on the company as a whole. As revealed by Ilmawan (2012), several factors that can affect performance include leadership style, compensation and job satisfaction. Companies must guarantee that employees are satisfied with something provided by the company, because employee dissatisfaction is the starting point for the emergence of a problem in a company or an organization such as high levels of absenteeism, high employee turnover, problem with superiors, even strike.

Research conducted by Harahap and Khair (2019) confirmed that leadership has a significant effect on job satisfaction. Compensation has no significant effect on job satisfaction. Leadership

has a direct effect on job satisfaction without being mediated by work motivation. Compensation has a direct effect on job satisfaction without being mediated by work motivation. This means that work motivation cannot mediate the relationship between leadership and compensation on job satisfaction. On the other hand, Ilmawan, Wulandari and Fitriani (2017) found that leadership style and job satisfaction have no effect on performance but there is an influence between compensation and employee performance. Leadership style and compensation have a positive effect on employee job satisfaction. The findings in this study that there is an indirect effect between compensation on employee performance through job satisfaction. In addition, compensation has an indirect effect on employee satisfaction which is mediated by job satisfaction.

The existence of several differences in the results of the research as described above inspired researchers to conduct research related to compensation and leadership style on performance, with job satisfaction as a mediating variable. The purpose of this study was to analyze the direct effect of compensation and leadership style on job satisfaction, analyze the direct effect of compensation and leadership style on performance, and analyze the indirect relationship between compensation and leadership on employee performance through job satisfaction.

Compensation
Compensation is everything that is received either in the form of physical or non-physical. Compensation also means all rewards received by a worker/employee for services or results of his work in a company in the form of money or goods, either directly or indirectly. According to Pantja Djati (2003) compensation indicators include salaries, bonuses, health insurance benefits, holiday allowances and holiday allowances, pension program allowances.

Leadership
Leadership is a central issue in the management of an organization. The progress of the organization, the growth and development of the organization, the death of the organization, whether or not someone is happy working in an organization, and whether or not the goals of the organization are achieved are partly determined by whether or not the leadership is appropriate in the organization concerned. Hasibuan (2016) explains leadership style is a way for a leader to influence the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. This variable is measured using indicators of innovation ability, conceptual ability, ability to convey the intent and purpose of communication, the ability of the leader to understand and take the essence of the conversation, the ability of the leader to encourage employees.

Performance
Moeheriono (2014) stated that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively, in accordance with the respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morally or ethically. Performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well employees fulfill the requirements of a job (Simamora, 2003).

Performance is the result of work achieved by a person or group of people in an organization which is influenced by several factors in an effort to achieve organizational goals within a certain period of time. Performance has several elements, namely the results of job functions, factors that influence subordinate performance such as motivation, skills, and role perceptions, achievement of organizational goals, a certain period of time. The indicators used in this study include Quality, Quantity, Timeliness, Cost Effectiveness, Need Supervision, and Interpersonal Impact, (Bernadin in Sudarmanto, 2009) and one measure added by researchers according to Kasmawati's research (2017), namely Technology, where the more quality the technology used, the higher the performance of the individual.

Job Satisfaction

Job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. Robbins (2008) stated that job satisfaction can be defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job.

Mangkunegara (2017) suggested that job satisfaction is a feeling that supports or does not support an employee related to his work or to his condition. Whereas, Sinambela (2017) argued that job satisfaction is a person's feelings towards his work that are produced by his own efforts (internal) and which are supported by external efforts, on work conditions, work results, and work itself. Satisfaction indicators used in this study are; rewards, the work itself, promotion opportunities, co-workers, supervision, working conditions and security.
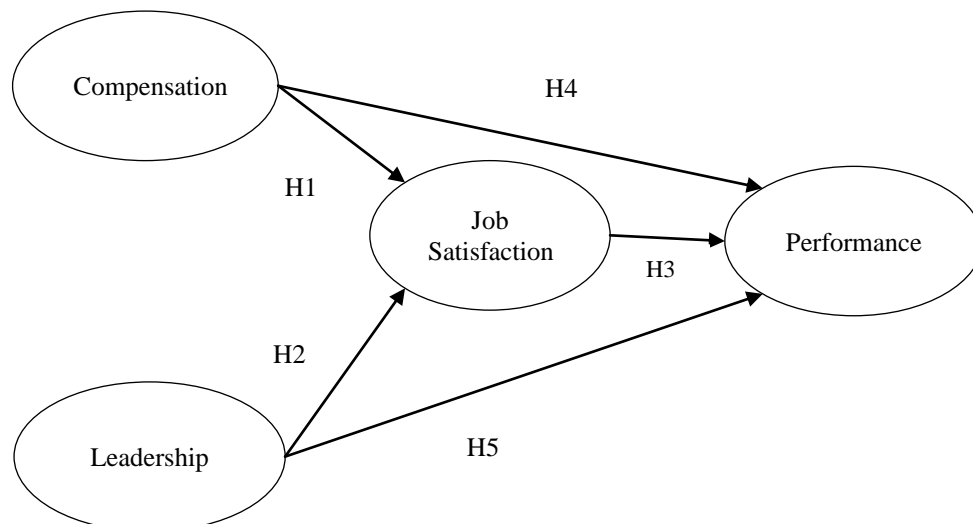
The framework model can be described as follows:

Figure 1. Framework

From the research framework above, further developed in the following hypotheses:
H1: There is an effect of compensation on job satisfaction
H2: There is an influence of leadership on job satisfaction
H3: There is an effect of job satisfaction on performance
H4: There is an effect of compensation on performance
H5: There is an influence of leadership on performance
H6: There is an indirect effect between compensation on performance through job satisfaction
H7: There is an indirect effect between leadership on performance through job satisfaction.

METHODS

The population in this study were showroom employees of CV Royal ATK consisting of 100 people including sales clerks, security guards and SPG employees. Sampling was carried out using a saturated sample, or the entire population in this study was appointed as a sample. The consideration is that researchers can reach the entire population and so that the results obtained are more representative.

Data collection was carried out using questionnaires, interviews directly with the respondents and also made observations through observation (Paramita et al., 2021). In this study, researchers used the path analysis method. Path analysis is an extension of the regression model in various regression models or equations that can be estimated simultaneously, yet provides a more effective way to find out whether the model has a direct or indirect effect. The path analysis model is used to analyze the pattern of relationships between variables with the aim of knowing the direct effect of a set of independent (exogenous) variables on the dependent variable (endogenous) as well as the indirect effect of exogenous variables on endogenous variables through moderator or intervening variables. Hypothesis testing in this study was carried out using the Partial Least Square (PLS) based Structural Equation Model (SEM) approach. PLS is a component- or variant-based structural equation model. Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously.

RESULTS AND DISCUSSION

This study conducted a model analysis using two evaluation model evaluations, namely assessing the outer model or measurement model and the inner model or structural model.

Outer Model Evaluation
The outer model or measurement model uses convergent validity, discriminant validity, and composite reliability tests.

Convergent Validity Test
The convergent validity test is carried out to determine the validity of each relationship between indicators and their constructs or latent variables. Reflective size or criteria in this test with a correlation > 0.7.

Table 1 Convergent Validity Test Results (Outer Loading)

Variable	Indicator	Original Sample (O)	P Values	Tipping Point	Conclusion
Compensation_(X1)	X1.1	0.882	0.000	0.7	Valid
	X1.2	0.757	0.000	0.7	Valid
	X1.3	0.915	0.000	0.7	Valid
	X1.4	0.930	0.000	0.7	Valid
	X1.5	0.865	0.000	0.7	Valid
	X1.6	0.851	0.000	0.7	Valid
	X1.7	0.821	0.000	0.7	Valid
Leadership_(X2)	X2.1	0.912	0.000	0.7	Valid
	X2.2	0.880	0.000	0.7	Valid
	X2.3	0.920	0.000	0.7	Valid
	X2.4	0.926	0.000	0.7	Valid
	X2.5	0.903	0.000	0.7	Valid
	X2.6	0.902	0.000	0.7	Valid
	X2.7	0.843	0.000	0.7	Valid
Employee Performance (Y)	Y1	0.922	0.000	0.7	Valid
	Y2	0.757	0.000	0.7	Valid
	Y3	0.785	0.000	0.7	Valid
	Y4	0.835	0.000	0.7	Valid
	Y5	0.779	0.000	0.7	Valid
	Y6	0.817	0.000	0.7	Valid
	Y7	0.830	0.000	0.7	Valid

Job Satisfaction (Z)	**Z1**	0.934	**0.000**	**0.7**	**Valid**
	Z2	**0.915**	0.000	0.7	Valid
	Z3	**0.953**	0.000	0.7	Valid
	Z4	**0.943**	0.000	0.7	Valid
	Z5	**0.917**	0.000	0.7	Valid
	Z6	**0.949**	0.000	0.7	Valid
	Z7	**0.940**	0.000	0.7	Valid

Source: Data Processed (2022)

Discriminant Validity Test

Discriminant validity is calculated using cross loading which aims to find out whether the construct has sufficient discriminant, that is, the loading value of the intended construct must be greater than the loading value with other constructs. Therefore, the indicator is declared valid in measuring the corresponding variable.

Table 2. Discriminant Validity Test

	KOMP	**GK**	**KK**	**KIN**	**Maximum**	**Conclusion**
KOMP1	0.882	0.588	0.740	0.694	0.882	Good
KOMP2	0.757	0.600	0.633	0.543	0.757	Good
KOMP3	0.915	0.552	0.664	0.650	0.915	Good
KOMP4	0.930	0.628	0.731	0.673	0.930	Good
KOMP5	0.865	0.519	0.679	0.636	0.865	Good
KOMP6	0.851	0.663	0.714	0.669	0.851	Good
KOMP7	0.821	0.698	0.696	0.655	0.821	Good
GK1	0.646	0.912	0.749	0.720	0.912	Good
GK2	0.646	0.880	0.775	0.706	0.880	Good
GK3	0.588	0.920	0.713	0.686	0.920	Good
GK4	0.717	0.926	0.752	0.762	0.926	Good
GK5	0.558	0.903	0.734	0.655	0.903	Good
GK6	0.727	0.902	0.778	0.691	0.902	Good
GK7	0.537	0.843	0.741	0.705	0.843	Good
KK1	0.813	0.795	0.934	0.798	0.934	Good
KK2	0.725	0.801	0.915	0.730	0.915	Good
KK3	0.788	0.772	0.953	0.777	0.953	Good
KK4	0.700	0.787	0.943	0.761	0.943	Good
KK5	0.773	0.789	0.917	0.780	0.917	Good
KK6	0.788	0.754	0.949	0.774	0.949	Good
KK7	0.693	0.766	0.940	0.757	0.940	Good
KIN1	0.672	0.760	0.760	0.922	0.922	Good
KIN2	0.674	0.693	0.722	0.757	0.757	Good
KIN3	0.562	0.632	0.698	0.785	0.785	Good
KIN4	0.601	0.558	0.587	0.835	0.835	Good
KIN5	0.547	0.499	0.523	0.779	0.779	Good
KIN6	0.641	0.658	0.704	0.817	0.817	Good
KIN7	0.592	0.645	0.667	0.830	0.830	Good

Source: Data Processed (2022)

Based on the table, it can be seen that the indicators for each variable have a higher cross loading value for their own variables compared to other variables so that it can be concluded that all indicators meet the requirements of discriminant validity

Composite Reliability

The reliability test was carried out using Cronbach's alpha and composite reliability. The test criteria state that if the composite reliability is greater than 0.7 and Cronbach's alpha is greater than 0.6 then the construct is declared reliable.

Table 3. Reliability Test Results

	Cronbach's Alpha	**Composite Reliability**
Compensation	0.941	0.953
Leadership Style	0.960	0.967
Job satisfaction	0.976	0.980
Employee Performance	0.918	0.934

Source: Data Processed (2022)

Inner Model Evaluation.

Based on the picture above, the structural equation that can be formed is as follows:

$Z = 0.435\ X1 + 0.527\ X2$ with $R^2 = 0.791$

$Y = 0.385\ Z + 0.228\ X1 + 0.302\ X2$ with $R^2 = 0.725$

In the first structural equation, it is known that the value of $R2 = 0.791$ means that job satisfaction is influenced by compensation and leadership style by 79.1% and the rest is influenced by other variables not examined in this study. Likewise, with the second structural equation, which has $R2 = 0.725$, meaning that employee performance can be influenced by job satisfaction, compensation and leadership style by 72.5%, while the rest is influenced by other variables, which were not detected in this study.

Meanwhile, to detect the relationship between variables in this study, it can be seen from the hypothesis table test results as follows:

Table 4. Path Coefficient Value

	Original Sample (O)	**T Statistics (|O/STDEV|)**	**P Values**
Compensation-> Job Satisfaction	0.435	6.107	0.000
Leaderhip Style -> Job Satisfaction	0.527	6.766	0.000
Compensation -> Leaderhip Style	0.228	2.337	0.020
Leaderhip Style -> Employee Performance	0.302	3.206	0.001
Job Satisfaction -> Employee Performance	0.385	3.875	0.000

Source: Data Processed (2022)

Based on the table it can be explained as follows:

1. **H1: Compensation on Job Satisfaction**
   From the test results listed in the table can be seen that the path coefficient value of Compensation (X1) on Job Satisfaction (Z) is 0.435 (positive direction), T statistics is 6.107, and the p-value is 0.000. The test results show that the value of T statistics > T table and p-value < 0.05. This means that compensation (X1) has a significant effect on job satisfaction (Z) in a positive direction.

2. **H2: Leadership Style on Job Satisfaction**
   The test results shown in the table can be seen that the path coefficient value of Leadership Style (X2) on Job Satisfaction (Z) is 0.527 (positive direction), T statistics is 6.766, and p-value is 0.000. The test results show that the value of T statistics > T table and p-value <

0.05. This means that leadership style (X2) has a positive and significant influence on job satisfaction (Z).

3. **H3 : Compensation on Employee Performance**
   The test results shown in the table can be seen that the path coefficient value of Compensation (X1) on Employee Performance (Y) is 0.228 (positive direction), T statistics is 2.337, and a p-value is 0.020. The test results show that the value of T statistics > T table and p-value < 0.05. This means that compensation (X1) has a significant influence on employee performance (Y) in a positive direction

4. **H4 : Leadership Style (X2) on Employee Performance (Y)**
   The test results shown in the table show that the path coefficient value of Leadership Style (X2) on Employee Performance (Y) is 0.302 (positive direction), T statistics is 3.206, and a p-value is 0.001. The test results show that the value of T statistics > T table and p-value < 0.05. This means that leadership style (X2) has a positive and significant influence on employee performance (Y).

5. **H5: Job Satisfaction (Z) on Employee Performance (Y)**
   The test results listed in the table above show that the path coefficient value of Job Satisfaction (Z) on Employee Performance (Y) is 0.335 (positive direction), T statistics is 3.875, and a p-value is 0.000. The test results show that the value of T statistics > T table and p-value < 0.05. This means that Job Satisfaction (Z) has a significant influence on Employee Performance (Y).

Meanwhile, the indirect test results can be shown in the following table:

Table 5. Indirect Effect

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Compensation -> Job Satisfaction -> Employee Performance	0.168	3.257	0.001
Leadership Style -> Job Satisfaction -> Employee Performance	0.203	3.369	0.001

Source: Data Processed (2022)

6. **H6 : Compensation (X1) on Employee Performance (Y) Through Job Satisfaction (Z)**
   From the table above, it can be seen that the path coefficient value of Compensation (X1) on Employee Performance (Y) through Job Satisfaction_(Z) is 0.168 (positive direction), T statistics is 3.257, and p-value is 0.001. The test results show that the value of T statistics > T table and p-value < 0.05. This means that compensation (X1) has a significant influence on employee performance (Y) through job satisfaction (Z) in a positive direction.

7. **H7: Leadership style (X2) on Employee Performance (Y) Through Job Satisfaction (Z)**
   While the path coefficient value of Leadership Style (X2) on Employee Performance (Y) through Job Satisfaction_(Z) is 0.203 (positive direction), T statistics is 3.369, and p-value is 0.001. The test results show that the value of T statistics > T table and p-value < 0.05. This means that Leadership Style (X2) has a significant influence on employee performance (Y) through Job Satisfaction (Z) in a positive direction.

Discussion

The results of this study support research conducted by Akmal and Tamini (2015), Retnoningsih, Sunuharjo and Ryhana (2016) which proves that there is an influence between compensation on satisfaction and performance. Meanwhile, research by Hendriani, Sari and Yovita (2014), Suryadharma et al., (2016) and Ilmawan, Wulandari and Fitriani (2017) shows that leadership, compensation and job satisfaction affect performance. Meanwhile Arifin, Putra and Hartanto's research (2019) found a positive relationship between competence, compensation and leadership on performance.

Compensation in an organization must be regulated in such a way that it is a good system within the organization. The company provides compensation in the hope that there will be a sense of reciprocity from the employee to work with good performance. Compensation implies that every activity carried out by employees is a professional activity, which means that there is a reward for services performed by employees for their institution. Compensation must be appropriate and acceptable to employees who have done their job very well. By providing appropriate compensation, it will encourage employees to be serious and make various efforts in order to achieve better work results so that their performance can be further improved.

In addition to compensation, leadership can also affect employee satisfaction and performance, because leadership is a central issue in the management of an organization. The progress of the organization, the growth and development of the organization, the death of the organization, whether or not someone is happy working in an organization, and whether or not organizational goals are achieved are largely determined by whether the leadership is appropriate or not implemented in the organization concerned.

CV Royal ATK has proven that the compensation system implemented has been able to foster employee satisfaction and performance. This can be proven from the respondents' answers to the questions asked; includes the salary that is obtained according to and on time, employees get bonuses commensurate with the sacrifice (time, effort and mind), awarding employees with good achievements, security guarantees provided by the company (facilities and infrastructure), employees also get holiday allowances appropriately, the company provides health insurance for employees while working, and the company also provides appropriate severance pay. The results of the respondents' answers show a positive direction.

Respondents' responses to CV Royal ATK related to the role of leaders in the organization also get results that provide satisfaction and improve the performance of their employees. It can be seen from the respondents' responses to the questions asked; includes the leader's ability to innovate, conceptualize work, convey aims and objectives, understand and take the essence of the conversation, encourage employees, supervise and utilize the existing resources. The results of the collection of respondents' responses showed a positive answer.

CONCLUSION

After conducting data analysis and discussion, the conclusions in this study are as follows: (1) Compensation has a significant direct effect on employee satisfaction, (2) Leadership style has a direct and significant effect on employee satisfaction, (3) Compensation has a direct and significant effect on employee performance, (4) Leadership style has a direct and significant effect on employee performance, (5) Job satisfaction has a direct and significant effect on employee performance, (6) Compensation has an indirect effect on employee performance through job satisfaction, (7) Leadership style has an indirect effect on employee performance through job satisfaction.

Royal ATK policy in fulfilling employee rights in the form of compensation can be continued, because the current compensation policy can provide a sense of job satisfaction. The leadership implemented by Royal ATK officials has provided its own satisfaction which can have an impact on improving employee performance, especially leaders who always prioritize guiding and nurturing traits, which can be felt by employees, can be maintained. This research provides an opportunity for future researchers to examine other variables that can affect satisfaction and performance, in order to enrich different designs so as to bring more meaningful implications.

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