

The Effect of Leadership Style and Compensation on Employee Performance Mediated by Job Satisfaction (Case Study at Pelita Maumere Hotel)



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ABSTRACT: This study aimed to find out and analyze the effect of leadership style and compensation on employees' performance through job satisfaction. The study was associative / correlational. Moreover, the data were both primary and secondary. The primary data were taken directly from respondents through questionnaires. Furthermore, secondary data were in the form of library research, journals, and document information taken from online systems (internet). The population was 40 employers at the Pelita Maumere Hotel. Additionally, the data collection technique uses non-probability sampling. The sampling technique used was saturated sampling or census. In addition, the data analysis technique used path analysis. The results showed that leadership style as well as compensation affected job satisfaction. However, both leadership style, compensation, and job satisfaction did not affect the performance. Likewise, leadership style and compensation did not affect employees' performance through job satisfaction.

KEYWORDS: Leadership Style, Compensation, Employees' Performance, Job Satisfaction

I. INTRODUCTION

Human resources are an activity in a management system that manages human resources who are ready and willing to make a good contribution so that they can work effectively and in groups to achieve individual or company goals (Bukit et al., 2017: 11). According to Edwin B. Flippo (2019) human resource management is planning, organizing, directing and controlling procurement, development, compensation, integration, maintenance and dismissal of employees with the aim of realizing the goals of individual companies, employees and society. According to Putra (2020) human resource management is a science and art in managing the relationships and roles of the workforce so that they can help realize company or organization goals effectively and efficiently.

Human resources play a major role in every company activity (Gauche et al, 2017; Nikitenko et al, 2017). Even though the company has good facilities and infrastructure, without better human resource support, the company's activities will not run well and it will be difficult to achieve the company's goals (Pawirosumarto et al., 2017). Employee performance is the result of work in terms of quality and quantity achieved by an employee in the responsibilities given to him. Every company always expects employees to have good achievements, because having employees who excel will provide optimal contributions to the company (Roz, 2019; Sari et al., 2021). Good employee performance aims to increase productivity. Therefore, good work system improvements are carried out by each component in the company Guterres et al., 2020; Suprpti et al., 2020). For this purpose, a better performance management system will be needed.

According to Abdurrahman (2019) performance is the work result achieved by a person in carrying out their duties based on skill, effort and opportunity. Mangkunegara (2016:67) explains that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Based on the description above, it can be concluded that what is meant by employee performance is the quality and quantity of work results achieved by employees based on certain assessment standards set by the company.

Pelita Hotel is a well-known hotel in Maumere, as a public facility that provides accommodation and restaurant services. Hotel Pelita is a business entity that operates in the service sector, especially services provided to the community. One part of the compensation provided by the company is wages. The wages given by Hotel Pelita Maumere to employees are still below the

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Minimum Wage (UMK), the wages received by employees should be in accordance with government regulations regarding Minimum Wages (UMK).

Apart from that, in practice there are permanent employees who have worked at the Pelita Maumere Hotel for quite a long time but do not receive a wage increase and do not receive an annual allowance when the company's target for one year is achieved or even exceeds the target. This allowance is given to give appreciation for the contribution that employees have made. This annual allowance is like bonus money (excluding the basic salary) given by the company, and employees also do not receive allowances for the results of their work, such as the absence of allowances on holidays (THR).), health benefits as an effort to anticipate or respond to the risk of work accidents that threaten the health and safety of employees, overtime allowances are not given to employees who work outside the time agreed upon in the contract, and employees also do not receive transportation allowances and other benefits. This causes a decrease in the level of employee satisfaction with their work.

Performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee meets the requirements of a job. Often misinterpreted as effort reflecting the energy expended, performance is measured in terms of results (Simamora, 2015:339). Employee performance has an influence on hotel productivity. In practice, many hotel companies are unable to compete with other hotel companies because of low employee performance. Companies require employees to work well, in accordance with the rules and targets set by the company, however, companies pay less attention to aspects that influence employee performance, such as the level of job satisfaction felt by employees, leadership style and compensation.

Apart from that, employee performance is also influenced by employee job satisfaction, whether in the company employees love their jobs. Low employee job satisfaction will cause employees to feel uncomfortable at work, many employees will resign, work performance will decrease which ultimately will reduce employee performance. On the other hand, employees with low job satisfaction tend to see work as tedious and boring, so they work reluctantly and haphazardly.

According to Robbins in Wibowo (2016:415) job satisfaction is a general attitude towards a person's work which shows the difference between the amount of reward they receive at work and the amount they believe they should receive. According to Prayogo (2019) states that job satisfaction is an emotional attitude that is pleasant and loves one's job and according to Edy Sutrisno (2019:74) job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. From the descriptions of several experts above, it can be concluded that employee job satisfaction is the general attitude of employees related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Workers with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression.

Basically, job satisfaction reflects a person's feelings towards work. The higher the level of job satisfaction, the more efficient the employee's performance. Conversely, the lower the job satisfaction, the less efficient or worse the employee's performance. Specifically, job satisfaction will occur when employees feel satisfied with the right to contribute to a decision and can do their job better, so that it can benefit organizational performance (Puteri and Ramli, 2017).

Leadership plays an important role in organizational management, because a leader is said to be a "driving force" who is able to build, encourage and advance company culture in achieving the goals of an organization. Robbins (2015) defines leadership as "the ability to influence a group to achieve targets". So, leadership is defined as individual traits such as: a person's habits, interactions and perceptions. Iqbal et al (2015) define leadership as a process where a leader can directly guide and influence the behavior of other people to achieve goals in certain situations.

Leadership style is a very important factor, and plays a greater role in the success or failure of a leader in leading an organization or his subordinates in the process of achieving the goals or objectives that the organization or group wishes to achieve (Al-Sada et al., 2017). The leadership style at Hotel Pelita can still encourage or motivate employees to work more actively, effectively, efficiently and optimally in carrying out their duties and responsibilities. The influence of leadership style on employee performance thus shows that the level of effective leadership style can support employee performance (Anshori et al., 2020; and Ohomeng et al., 2018).

One of the factors that influences employee performance is the amount of compensation, including financial rewards and intangible services as well as allowances received by employees as a result of employment relations. Compensation is what employees receive in exchange for their contribution to the organization (Simamora, 2015). The amount of compensation reflects the status, recognition and level of fulfillment of needs enjoyed by employees and their families (Hasibuan, 2017).

Employees who work in an organization definitely need adequate and fair compensation or rewards, even if they can be quite competitive compared to other organizations or companies. A good compensation system needs to be supported by rational methods that can result in someone being paid or compensated according to the demands of their work. Compensation can also

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be said to be an award given to employees as remuneration for the contributions they have made to the company (Tubagus in Ihsan, 2019).

Hasibuan (2017:119) says compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. According to Marwansyah (2016:269) compensation is a direct or indirect, financial or non-financial award or reward, which is fair and appropriate to employees, as a reward or contribution/service towards achieving company goals. So from the definition above, it can be concluded that compensation is all income in the form of money, direct or indirect goods, financial or non-financial, which is fair and appropriate to employees, as a reward or contribution/service towards achieving company goals.

The leadership style and compensation implemented by company management are thought to cause the level of employee job satisfaction to be less than optimal. Many employees feel dissatisfied with existing leadership and compensation. Different leadership will influence the way managers use and develop company accounting systems and data. Therefore, leaders must be able to use the right leadership style so that employees can directly improve employee performance (Sudja and Yuesti., 2017; Vipraprastha et al., 2018; Utama, Sapta and Yuesti., 2018). This is in accordance with current global competitive conditions which are always changing, so we are required to be more adaptive to the environment. For this reason, I am attaching a table of company presence for the last six months and turnover data at Hotel Pelita Maumere:

Table 1. Register to attend Hotel Pelita Maumere, January - June 2021

Month	Absence				Gender		Amount
	Sick	Permissio n	Alpha	Paid leave	P	L	
January	8	1	2	-	8	3	11 people
February	10	-	-	-	10	-	10 people
March	10	-	3	2	13	2	15 people
April	6	3	2	-	7	4	11 people
Meil	-	2	5	1	-	8	8 people
June	9	2	5	1	15	2	17 people

Source: Secondary Data (processed)

There are 40 employees working at Hotel Pelita, including 27 women, while 13 men. From the list of absenteeism rates for each month, employee attendance fluctuates, in January 11 people, in February 10 people, in March 15 people, in April 11 people, in May 8 people while in June it is 17 people, so from this it can be concluded that employee absenteeism every the month is always problematic. Meanwhile, below we will also present a table containing employee turnover data carried out by Hotel Pelita Maumere for 2017-2021:

Table 2. Pelita Maumere Hotel Employee Turnover Data

Year	Amount employee the beginning of the year	Amount employee who came out	Amount employee who entered	Amount employee end of year	Turnover Rate
2017	39	4	5	40	10%
2018	40	4	5	41	9.75%
2019	41	5	5	41	12.19%
2020	41	7	6	40	17.5%
2021	40	5	5	40	12.5%

Source: Secondary Data (processed)

Based on table 2, it can be seen that the employee turnover presentation rate of Hotel Pelita Maumere in 2017 was 10% with the number of employees leaving 4 people, in 2018 there was a decrease to 9.75% with the number of employees leaving 4 people, in 2019 there was another increase of 12.19% with the number of employees leaving 5 people and in 2020 experiencing another increase of 17.5% with the number of employees leaving 7 people then decreasing again in 2021 by 12.5% with the number of employees leaving 5 people. According to Ridlo in (Dewi & Agustina, 2021) a turnover rate above 10% is considered high and requires serious attention from the company. The high turnover rate will make the company busy with many prospective

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employees who want to come in and employees who want to leave, thus having a negative impact on high costs, especially for recruitment.

Based on the results of interviews with the company's HRD, several reasons were obtained for employees leaving the company accompanied by attendance data, including employees who had good performance chose to leave because they were accepted by another company, while several other employees left because they were dissatisfied with the leadership style in providing compensation, so many employees complain about receiving compensation that is not fair enough in the form of salaries, bonuses and even awards. Performance, job satisfaction, and performance results achieved by employees while working do not develop as optimally as possible due to the lack of work compensation given to these employees. According to Robert L. Mathis and John H. Jackson (2004: 125) turnover is related to job satisfaction and organizational commitment. Turnover is a process where employees leave an organization and must be replaced immediately. And this is one of the biggest losses that a company will experience when many employees leave the company, especially since the employees who leave are potential employees. The problem of high turnover rates accompanied by absenteeism data, one of the main causes is because employees feel a lack of job satisfaction at Hotel Pelita Maumere which causes employees not to work optimally which causes employees to resign. Attendance or attendance card is a document that records the hours of attendance of each employee at the company. The job of recording time can basically be separated into two parts, namely recording attendance time (attendance time keeping) and recording working time (shop time keeping). With a leadership style, compensation and job satisfaction will enable employees to work better and be able to maximize. work and will achieve high performance results. Mangkunegara (2005:2) explains that higher performance results are associated with low employee turnover. Meanwhile, employees who are less satisfied have higher turnover. It can be concluded that there is a problem regarding employee job satisfaction because the performance results achieved are considered not optimal at Hotel Pelita Maumere.

From the theoretical study above as well as attendance data and turnover data, the author is interested in explaining and summarizing the results of previous research in table 1.3 below, and then will examine empirically the extent of the relationship or influence of leadership style, compensation on employee performance with job satisfaction as an intervening variable. So, to provide direction in this research, research gaps are formulated as follows:

Table 3. Research Gap the influence of leadership style, compensation on employee performance with job satisfaction as an intervening variable

Gap	Writer	Findings
Factors that influence and/or are significant to employee performance	Frizilia et al (2021)	Leadership style has a positive and significant effect on employee performance.
	Suprpto et al (2022)	Compensation has a positive and significant effect on employee performance.
	Marpaung (2017)	Job satisfaction has a positive and significant effect on employee performance.
Factors that have a negative and/or insignificant effect on employee performance	Siagan and Khair (2018)	Leadership style has no significant effect on employee performance.
	Setyorini et al (2018)	Job satisfaction has a negative or insignificant effect on employee performance.
	KS Wirya et al (2020)	Job satisfaction has a negative or insignificant effect on employee performance.

Source: Secondary Data (processed)

II. LITERATURE REVIEW

A. Performance

The development and progress of an organization cannot be denied if the quality of performance management factors have an influence as a driving force that is able to provide acceleration in that direction. According to Kasmir (2016: 182) states: "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period".

According to Rivai & Basri in Masram (2017: 138) states: "Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or goals or criteria that have been determined in advance. agreed together".

B. Leadership Style

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According to Thoha (quoted from the journal Gede Prawira Utama Putra 2018:804) Leadership style is the norms and behavior used by someone to try to influence the behavior of other people or employees and a method used by leaders in interacting with their subordinates. Leadership style represents the leader's philosophy or skills and attitudes in politics. According to James (quoted from the journal Cahya Wiratama 2019) leadership style is a variety of behavioral patterns preferred by leaders in the process of directing and influencing workers. According to Tampubulon (quoted from the journal Cahya Wiratama 2019) Leadership style is behavior and strategy resulting from a combination of philosophy, skills, traits and attitudes that a leader often applies when he tries to influence the performance of his subordinates.

C. Job satisfaction

According to Hamali (2016:200) every person who works hopes to get satisfaction from the place of work. Job satisfaction will affect the productivity that a manager really hopes for, so a manager needs to understand what must be done to create job satisfaction for his employees. The definitions of job satisfaction put forward by experts are: according to Emron et al., (2016: 213) states that "job satisfaction refers to a person's general attitude toward his or her job." Job satisfaction is a person's general attitude towards his or her job. Another thing, as stated by Robbins (2015: 170), is that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards an employee receives and the amount of rewards they believe they should receive. Then according to Afandi (2018: 74) job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values.

D. Compensation

An employee works with the aim of making a living. An employee will work and show loyalty to the company where he works, because of this the company rewards employee performance by providing compensation. Compensation is an important aspect that organizations need to pay attention to as a form of appreciation for their employees. Employees who work in an organization definitely need adequate and fair compensation or rewards, even quite competitive compared to other organizations or companies. A good compensation system will greatly influence a person's work morale and productivity. A good compensation system needs to be supported by rational methods that can result in someone being paid or compensated according to the demands of their work.

According to Hasibuan (2017: 119) compensation is all opinions in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Establishing an effective compensation system is an important part of human resource management, as it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.

According to Handoko (2014: 155) compensation is everything that employees receive as compensation for their work. Compensation programs are also important for companies, because they reflect the organization's efforts to retain human resources.

E. Hypothesis

- H1 : Leadership style has a significant influence on job satisfaction.
- H2 : Compensation has a significant influence on job satisfaction.
- H3 : Leadership style has a significant influence on employee performance.
- H4 : Compensation has a significant influence on employee performance.
- H5 : Employee job satisfaction has a significant influence on employee performance.
- H6 : Leadership style has a significant influence on employee performance with employee job satisfaction as an intervening variable.
- H7 : Compensation has a significant influence on employee performance with employee job satisfaction as an intervening variable.

III. RESEARCH METHODS

A. Types of research

The type of research used in the research is associative/correlational research with a quantitative approach. Associative/correlational research according to Sugiyono (2019:65) is research that aims to determine the influence or relationship between two or more variables. Meanwhile, the approach used is a quantitative approach.

B. Population and Sample

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The population in this study were employees of the Pelita Maumere Hotel, totaling 40 people. The sample in this study was the entire population taken, namely all employees at the Pelita Maumere Hotel, totaling 40 employees.

C. Research Instrument

Table 4. Research Instruments

Variable	Code	Indicator	Number of Items
Employee performance	KK1	Faithfulness	1
	KK2	Work result	2
	KK3	Responsibility	3
	KK4	Obedience	4
	KK5	Honesty	5
	KK6	Cooperation	6
	KK7	Initiative	7
	KK8	Leadership	8
Job satisfaction	KK1	Wages	9
	KK2	Promotion	10
	KK3	Supervision	11
	KK4	Additional Benefits	12
	KK5	Award	13
	KK6	Procedure	14
	KK7	Work colleague	15
	KK8	The job itself	16
	KK9	Communication	17
Leadership	K1	Characteristic	18
	K2	Habit	19
	K3	Communication	20
Compensation	K1	Wages	21
	K2	Wages	22
	K3	Incentive	23
	K4	Allowance	24
	K5	Facility	25

Source: Secondary Data (processed)

D. Data analysis technique

The data analysis technique in this research is a quantitative data analysis technique, namely an analysis technique used through measurements in the form of numbers using statistical methods (Sugiyono, 2012: 331). The data analysis stages in this research are as follows: Descriptive Statistical Analysis Test and Path Analysis.

IV. RESULTS AND DISCUSSION

A. Path Analysis

a) Model I Path Coefficients

Table 3. Model I Path Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803a	,645	,626	2.31394

a. Predictors: (Constant), COMPENSATION, LEADERSHIP

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,512	2,901		5,691	,000

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LEADERSHIP	1,014	,248	,550	4,086	,000
COMPENSATION	,445	,187	,320	2,377	.023

a. Dependent Variable: JOB SATISFACTION

Source: processed data.

Based on the regression output of model I in the table above, it can be seen that the Standardized Coefficients Beta values of Leadership (X1) and Compensation (X2) on Job Satisfaction (Z) are 0.550 and 0.320 respectively. The value of R2 or R Square in table 4.17 is 0.645, this shows that the influence of Leadership (X1) and Compensation (X2) on Job Satisfaction (Z) is 64.5% while the remaining 35.5% is influenced by variables other than research. Meanwhile, the e value from model I is $\sqrt{1 - 0,645} = 0,355$.

b) Model II Path Coefficients

Table 4. Model II Path Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596a	,356	,302	2.50442

a. Predictors: (Constant), JOB SATISFACTION, COMPENSATION, LEADERSHIP

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,974	4,300		4,412	,000
	LEADERSHIP	,428	,324	,293	1,323	,194
	COMPENSATION	.128	,218	.116	,587	,561
	JOB SATISFACTION	,194	,178	,245	1,090	,283

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed.

Based on the regression output of model II in the table above, it can be seen that the Standardized Coefficients Beta values of Leadership (X1), Compensation (X2) and Job Satisfaction (Z) on Employee Performance (Y) are 0.293, 0.116 and 0.245, respectively. The value of R2 or R Square in table 4.18 is 0.356, this shows that the influence of Leadership (X1), Compensation (X2) and Job Satisfaction (Z) on Employee Performance (Y) is 35.6% while the remaining 64.4% is influenced by other variables outside the research. Meanwhile, the e value from model I is $\sqrt{1 - 0,356} = 0,644$.

B. Hypothesis testing

Table 5. t test results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,512	2,901		5,691	,000
	LEADERSHIP	1,014	,248	,550	4,086	,000
	COMPENSATION	,445	,187	,320	2,377	.023

a. Dependent Variable: JOB SATISFACTION

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,974	4,300		4,412	,000
	LEADERSHIP	,428	,324	,293	1,323	,194
	COMPENSATION	.128	,218	.116	,587	,561
	JOB SATISFACTION	,194	,178	,245	1,090	,283

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed.

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- a. The results of the hypothesis test show that the Leadership t count (GK) is 4.086 and the significance value is 0.000. The significance value is $0.000 < 0.05$, which means that Leadership (GK) has a significant effect on Job Satisfaction (KKR). Meanwhile, if based on the calculated t value of 4.086 with a t table value of 2.028 then $t_{\text{calculated}} > t_{\text{table}}$ is $4.086 > 2.028$. The test results show that H1 is accepted, namely that there is an influence between leadership and job satisfaction. The results of the t count are positive, which means that the better the leadership implemented, the better the employee's job satisfaction will be.
- b. The results of the hypothesis test show that the calculated t result of Compensation (K) is 2.377 and the significance value is 0.023. The significance value is $0.023 < 0.05$, which means that Compensation (K) has a significant effect on Job Satisfaction (KKR). Meanwhile, if based on the calculated t value of 2.377 with the t table value of 2.028, then $t_{\text{calculated}} > t_{\text{table}}$ is $2.377 > 2.028$. The test results show that H2 is accepted, namely that there is an influence between compensation and job satisfaction. The results of the t count are positive, which means that the better the compensation given, the better the employee's job satisfaction will be.
- c. The results of the hypothesis test show that the Leadership t count (GK) is 1.323 and the significance value is 0.194. The significance value is $0.194 > 0.05$, which means that Leadership (GK) has no effect on Employee Performance (KK). Meanwhile, if based on the calculated t value of 1.323 with the t table value of 2.028 then the calculated $t < t_{\text{table}}$ is $1.323 < 2.028$. The test results show that H3 is rejected, namely there is no influence of leadership on employee performance.
- d. The results of the hypothesis test show that the calculated t result of Compensation (K) is 0.587 and the significance value is 0.561. The significance value is $0.561 > 0.05$, which means that Compensation (K) has no effect on Employee Performance (KK). Meanwhile, if based on the calculated t value of 0.587 with a t table value of 2.028 then $t_{\text{calculated}} < t_{\text{table}}$, namely $0.587 < 2.028$. The test results show that H4 is rejected, namely there is no influence of compensation on employee performance.
- e. The results of the hypothesis test show that the t-calculated result of Job Satisfaction (KKR) is 1.090 and the significance value is 0.283. The significance value is $0.283 > 0.05$, which means that Job Satisfaction (KKR) has no effect on Employee Performance (KK). Meanwhile, if based on the calculated t value of 1.090 with the t table value of 2.028 then the calculated $t < t_{\text{table}}$ is $1.090 < 2.028$. The test results show that H5 is rejected, namely that there is no influence of compensation on employee performance.

C. Sobel Test

The Sobel test is a test to find out whether the relationship through a mediating variable is significantly capable of acting as a mediator in the relationship.

1) The Influence of Leadership Style on Employee Performance with Job Satisfaction as an Intervening Variable

The mediation effect shown by the multiplication coefficient (ab) needs to be tested with the Sobel test as follows: Standard error of the indirect effect coefficient (Sab).

$$\begin{aligned} \text{Sat} &= \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \\ &= \sqrt{(0,194)^2 (0,248)^2 + (1,014)^2 (0,178)^2 + (0,248)^2 (0,178)^2} \\ &= \sqrt{0,0023147645 + 0,0325773621 + 0,0019486927} \\ &= 0.1919396241 \end{aligned}$$

Based on the results of the multiplication ab, it can be used to calculate the t statistic of the mediation effect with the following formula:

$$Z = \frac{ab}{S_{ab}} = \frac{(1,014) \times (0,194)}{0,1919396241} = 1,024$$

Because the value $z = 1.024$ is smaller than 1.96, it can be concluded that there is no influence of Job Satisfaction (KKR) in mediating the influence of Leadership (GK) on Employee Performance (KK) or H6 is rejected.

2) The Effect of Compensation on Employee Performance with Job Satisfaction as an Intervening Variable

The mediation effect shown by the multiplication coefficient (ab) needs to be tested with the Sobel test as follows: Standard error of the indirect effect coefficient (Sab).

$$\begin{aligned} \text{Sat} &= \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \\ &= \sqrt{(0,194)^2 (0,187)^2 + (0,445)^2 (0,178)^2 + (0,187)^2 (0,178)^2} \\ &= \sqrt{0,0013160933 + 0,0062742241 + 0,0011079578} \end{aligned}$$

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$$= 0.0932645458$$

Based on the results of the multiplication ab , it can be used to calculate the t statistic of the mediation effect with the following formula:

$$Z = \frac{ab}{Sab} = \frac{(0,445) \times (0,194)}{0,0932645458} = 0,925$$

Because the value $z = 0.925$ is smaller than 1.96, it can be concluded that there is no influence of Job Satisfaction (KKR) in mediating the influence of Compensation (K) on Employee Performance (KK) or H7 is rejected.

D. Discussion

1) The Influence of Leadership Style on Job Satisfaction

The results of this research indicate that there is a positive and significant influence between leadership style on the job satisfaction of Hotel Pelita Maumere employees. This is proven by the results of the calculated t test, which obtained a value of 4.086 and a significance value of 0.000; then the first hypothesis is accepted. According to (Ida & Agus, 2008), job satisfaction is influenced by several factors, one of which is satisfaction with superiors. Supervisor's ability to provide technical assistance and behavioral support. Functional relationships and positive overall relationships provide the greatest level of job satisfaction with superiors.

A superior's leadership style can influence employee success in achieving, and will lead to the organization's success in achieving its goals (Fattah, 2017). Leaders need to think about the most appropriate leadership style, namely a leadership style that can maximize performance and is easy to adapt to all situations in the organization. According to (Said & Astutik, 2020), leadership style is defined as the overall pattern of a leader's actions, both visible and invisible to his subordinates. According to (Marpaung, 2017), leadership style is a way for leaders to influence their subordinates, so that they want to cooperate and work productively to achieve organizational goals. According to (Mariam, 2009), leadership style is influenced by several factors, namely carrying out tasks, providing support, prioritizing results over process and giving instructions.

By having a leadership style that is appropriate to the situation and conditions at Hotel Pelita Maumere, the leadership has provided support in carrying out their duties, so employees will be more enthusiastic in carrying out their work. In this case, employees will feel satisfied with their work and also with their supervisors. The results of this research strengthen previous research conducted by (Asrori & Muslichah, 2018) and (Selviasari, 2019) which showed the results that leadership style has a positive and significant effect on job satisfaction.

2) The Effect of Compensation on Job Satisfaction

Compensation has been explained in the introduction and literature review section that compensation in financial and non-financial forms can motivate employees to increase job satisfaction to be higher or lower. This is shown by the results of the calculated t test for the compensation variable on the job satisfaction variable of 2.377 and a significance value of 0.023, with the understanding that if there is an increase in the compensation variable by one unit it will have a direct effect on increasing employee job satisfaction by more than one unit. It can be seen that compensation has a significant effect on increasing employee job satisfaction, thus the hypothesis that compensation has an influence on employee job satisfaction can be accepted. Thus, compensation can be used as a tool and method by companies to increase employee job satisfaction or the performance desired by the company in line with the aim of obtaining sales turnover and achieving even higher results.

On the other hand, compensation can also be used as a tool for monitoring and measuring the ability of each individual or group of workers to complete their work, therefore Hotel Pelita Maumere can provide rewards or sanctions to employees, meaning that after increasing compensation for employees under normal conditions it has an effect on satisfaction. employee work, or vice versa, after increasing compensation for employees under normal conditions there is no increase in employee job satisfaction, then it is clear that the company will be able to take the most appropriate and proportional action for the employees concerned (Hamdiyah, 2016).

3) The Influence of Leadership Style on Employee Performance

The results of the leadership style hypothesis test have no influence on employee performance, as evidenced by the results of the t count of 1.323 and a significance value of 0.194. With this, the hypothesis in this study is rejected. This is because the leadership style applied at Hotel Pelita Maumere is still autocratic or authoritarian, so they consider that the organization is privately owned and consider subordinates as mere tools, unwilling to accept criticism and suggestions and too dependent on their power. The leaders of Hotel Pelita Maumere also rarely give directions to employees to work optimally according to the targets that have been applied to the company, this is contrary to the leadership theory of (Sutrisno, 2019), leadership is a process of directing and

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influencing related activities. with the tasks of group members. This research is supported by research conducted (Siagian, 2014), where the research also shows the results that leadership style has an insignificant influence on employee performance.

4) The Effect of Compensation on Employee Performance

The results of research at Hotel Pelita Maumere show that compensation in the office has no influence and is not significant on employee performance. In accordance with the t test results of 0.587 and a significance value of 0.561. This is because the compensation in the form of wages provided by Hotel Pelita Maumere is still below the Minimum Wage (UMK), besides that there are employees who have worked at Hotel Pelita Maumere for quite a long time who do not receive a wage increase and do not receive annual allowances such as holiday allowances (THR. Results This is contrary to previous research conducted by (Selviasari, 2019) which explains that compensation affects employee performance. This is due to the difference in the compensation system provided by the Hotel Pelita Maumere company and PT Bank Rakyat Indonesia conducted by (Priarso, Diatmono, & Mariam, 2019), where in his research it was also stated that compensation had no influence on the performance of PT Gynura Consulindo employees.

5) The Effect of Job Satisfaction on Employee Performance

The results of research at the Pelita Maumere Hotel show that job satisfaction has no influence on employee performance, this is based on the results of the t count of 1.090 and a significance value of 0.283. This shows that there is a feeling of dissatisfaction among the majority of employees, because the salary received is considered not to meet the minimum needs of the employees. Plus there are no incentives given by the management of Hotel Pelita Maumere to employees. Employees sometimes only receive tips from incoming hotel guests.

These results contradict previous research conducted by (Ida & Agus, 2008) at PT Prei Hai Internasional Wiratama Indonesia, which showed that job satisfaction had an effect on employee performance. However, the results of research conducted at Hotel Pelita Maumere are supported by research conducted by (Suprpto & Sanosra, 2022) at Fatimah Islamic Hospital Banyuwangi, which shows that job satisfaction has no effect on employee performance.

6) The Influence of Leadership Style on Employee Performance with Job Satisfaction as an Intervening Variable

The results of calculating the t statistic for the mediating effect of the leadership style variable on employee performance variables with job satisfaction as the mediating variable is 1.024, where this result can be said to mean that there is no influence of job satisfaction in mediating the influence of leadership style on employee performance (hypothesis rejected). This is because the leadership style applied at Hotel Pelita Maumere is still not good enough, it is pressurizing so that it influences a work environment that is not conducive, as a result employees do not feel comfortable and satisfied at work, which in the end will affect their performance.

This proves that this research contradicts the theory put forward by (Hamdiyah, 2016), where a leadership style that is appropriate to the organization where you work can significantly improve employee performance along with increasing employee job satisfaction. In other words, job satisfaction is something that should be considered in efforts to improve employee performance. Meanwhile, the results of this research are supported by research conducted by (Siagian, 2014), where his research shows that there is no influence of job satisfaction in mediating the influence of leadership style on employee performance. This result is because the t calculation of the third hypothesis shows that there is no influence of leadership style on employee performance.

7) The Effect of Compensation on Employee Performance with Job Satisfaction as an Intervening Variable

The result of calculating the t statistic for the mediating effect of compensation variables on employee performance variables with job satisfaction as the mediating variable is 0.925, where this result can be said to mean that there is no influence of job satisfaction in mediating the effect of compensation on employee performance (hypothesis rejected). This is because the compensation in the form of wages provided by the Hotel Pelita Maumere company is still not fair and reasonable enough, so that employees do not feel satisfaction from the results of their work and this affects their performance.

This proves that this research contradicts the theory put forward by (Afandi, 2016), compensation will affect employee performance when employees feel satisfied or dissatisfied with the compensation given. Employee performance will be maximum 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 compensation from the company. Meanwhile, the results of this research are supported by research conducted by (Heryanti, Ariwibowo, & Rosadi, 2021), which states that compensation has a negative and insignificant influence on employee performance with employee job satisfaction as a mediating variable.

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V. CONCLUSIONS

Leadership style has a significant influence on employee job satisfaction at Hotel Pelita Maumere, meaning that the better the leader is at supervising his employees, the more comfortable and satisfied the employees will be in carrying out their duties. Conversely, if the leader is not good at supervising his employees, the employees will not feel comfortable and satisfied.

There is a significant influence between compensation and employee job satisfaction at Hotel Pelita Maumere, meaning that the compensation given to employees positively influences the level of employee job satisfaction. If the implementation of the compensation system in the company is better, employee job satisfaction will be higher.

Leadership style does not have a significant influence on employee performance and this can mean that the leadership style at Hotel Pelita Maumere does not have a good influence on performance. The dominant leadership style at Hotel Pelita Maumere is an authoritarian leadership style. If the leadership style of Hotel Pelita Maumere employees is changed and improved for the better, then employee performance will also increase, and vice versa, if the leadership given to employees is bad or low then employee performance will decrease.

Compensation does not have a significant influence on employee performance, this means that the compensation given to employees has a negative impact on their performance, therefore compensation must be applied in accordance with the workload given to employees. In compensation, wages receive the highest average, which means that monthly salary compliance has not been implemented properly. The wages given to the Hotel Pelita Maumere company are still below the minimum wage, so this problem will have an impact on employee performance.

Job satisfaction does not have a significant influence on employee performance, meaning that the job satisfaction obtained by employees cannot improve employee performance, this shows that high employee performance is not influenced by high job satisfaction at Hotel Pelita Maumere. The insignificant influence on employee performance means that the increased performance of Hotel Pelita Maumere employees is not influenced by the satisfaction felt by the employees.

Leadership style does not have an influence on employee performance through job satisfaction, therefore policies in developing leadership style, employee performance and job satisfaction need to be continued, especially in terms of leadership, more attention needs to be paid because in leadership, a leader must include employees in every role. decision making and leaders must establish communication with subordinates. This shows that if a leader's leadership is better and more qualified, it will have an effect on increasing employee job satisfaction and then once the employee feels satisfied, the employee's performance will increase.

Compensation has no influence on employee performance through job satisfaction. Therefore, it is hoped that companies will pay more attention to providing compensation in the form of wages according to the variety of work, because employees who receive good compensation will feel satisfied and can provide good performance too.

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