

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, COMPENSATION AND MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE

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Abstract

This study aims to examine the influence of transformational leadership, compensation and motivation on employee performance with job satisfaction as an intervening variable in the Riau Islands Provincial Health Service. The analysis used in this research is parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling). -Partial Least Square) Data analysis with parametric and non-parametric statistics regarding research variables, calibration tests / pilot tests, validity and reliability, Outer model and inner model analysis, as well as discussion of the results of hypothesis testing or Path Analysis. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. The path coefficient calculation in this research was assisted by SmartPLS. The results of this research on the direct relationship found that there is a significant influence between Transformational Leadership, compensation, Motivation on job satisfaction, there is a significant influence between Transformational Leadership and motivation on employee performance at the Riau Islands Provincial Health Service and there is no significant influence between satisfaction work on employee performance, in the indirect relationship there is a significant influence between Transformational Leadership and Compensation on employee performance with job satisfaction as an intervening variable at the Riau Islands Provincial Health Service, and there is no significant influence between motivation on employee performance and job satisfaction as a variable intervening at the Riau Islands Provincial Health Service

Keywords: *Transformational Leadership, Compensation, Motivation, Performance and Job Satisfaction*

1. INTRODUCTION

Humans as one of the main skilled resources are needed in various fields because it is a global world demand that cannot be postponed and negotiable. In an organization, Human Resources need to be managed and utilized productively. The management and utilization of Human Resources is aimed at achieving organizational goals and the development of the individuals concerned within the scope of work. The existence of human resources is the main asset (wealth) that plays a very important role in achieving organizational goals. The existence of human resources greatly determines the level of effectiveness and efficiency of the organization in realizing its goals.

Human resource development is a process of improving human quality or abilities in order to achieve organizational goals and has an important role in achieving the success of an organization. Performance issues are the main thing in an organization's assessment for making decisions. Employee performance is required to obtain satisfactory work results, because the organization can be expected to be able to display the best performance and be able to compete with its competitors. As part of human resources which has a vital role for the organization, the organization desires employees who perform beyond the standards previously determined by the organization or even exceed these standards.

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The need for increased performance is also greatly needed by various levels of organizations, especially in government institutions and one of them is the Riau Islands Provincial Health Service. Based on the Regulation of the Governor of the Riau Islands Number 12 of 2023 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Apparatus that The Riau Islands Provincial Health Service has the task of assisting the Governor in carrying out government affairs in the health sector which are the authority of the Province and Assistance Duties assigned to the Province.

In carrying out operational technical activities, the Riau Islands Provincial Health Service has the function of formulating policies in the fields of public health, disease prevention and control, health services and health resources; Implementation of policies in the fields of public health, disease prevention and control, health services, and health resources; Implementation of guidance, monitoring, evaluation and reporting in the fields of public health, disease prevention and control, health services and health resources; Implementation of the process of issuing recommendations for licensing and public services in the health sector; Implementation of service administration in accordance with the scope of duties; Guidance of the Department's Technical Implementation Unit within the scope of its duties; and Implementation of other functions related to the health sector assigned by the Governor.

Table 1.1. Government agency performance report (LAKIP) for 2022

No	Performance Indicators	5 (Five) Year Target		
		Target	Achievements	%
1	Treatment Success Rates Tuberculosis (Success Rate)	90	81	90
2	Percentage of ages 0-11 months receive complete basic immunization	93.6	92.5	98.8

Source: Government Agency Performance Report

Based on data from Table 1.1. It can be seen that the performance data of the Riau Islands Provincial Health Service for the Success Rate of Tuberculosis Treatment (Success Rate) and the Percentage of Ages 0-11 months who received complete basic immunization, this shows that the performance of the Riau Islands Provincial Health Service employees is less than optimal in handling these two problem indicators. the.

Based on the results of interviews and surveys in the field, the less than optimal performance of Riau Islands Provincial Health Service Employees is influenced by the Leadership Style as the party responsible for organizing, managing and directing its employees at work. This indicates that a leader's orientation in carrying out their functions is not optimal. Be it task orientation, relationship orientation and effectiveness orientation. This is in accordance with the findings of Raffie et al (2018) where leadership broadly includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture Rivai (2010). Each leader basically has different behavior in leading his followers in an organization. The behavior of leaders is called leadership style. Leadership style is an important aspect to achieve and increase a person's leadership success in an organization

2. LITERATURE REVIEW

A. Understanding Employee Performance

Performance is an achievement produced by a process or way of acting in a function. Performance is a process relating to activities related to the elements involved in a process to produce an output (Permatasari et al., 2022). Meanwhile, according to (Nurhayati & Supardi, 2019) employee performance is a form of actualization of employee services to the community which is carried out based on speed, accuracy, cooperation, quality and integration of work results.

B. Understanding job satisfaction

In Robbins, job satisfaction is an individual's general attitude towards his work (Wibowo, 2016). Therefore, job satisfaction is a concept that can be implemented by every organizational manager, because good job satisfaction will create good competencies and be able to encourage increased individual and group performance which in turn will increase effectiveness in the organization.

C. Understanding Leadership Style

Leadership means the ability and readiness possessed by a person to be able to influence, encourage, invite, guide, move and direct people or groups to accept this influence and then do something that can help achieve a certain goal that has been set. In (Cecep Hermana & Uswatun Nurhasanah, 2021) Leadership is a process of someone's activities to move other people by leading, guiding, influencing other people, to do something to achieve the expected results. Each leader basically has different behavior in leading his subordinates, and this leader's behavior is called leadership style. Where this leadership style greatly influences the success of a leader in influencing his subordinates. Style means attitude, movement, behavior, beautiful attitude, good movements, strength, the ability to do good. Meanwhile, leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Agustina, 2018)

D. Understanding Work Motivation

According to (Mangkunegara, 2019) Motivation is a condition that moves humans towards a certain goal. Apart from that, work motivation is also defined as a condition that has the effect of generating, directing and maintaining behavior related to the work environment. According to (Robbins, 2015) work motivation is a person's attitude towards their work which leads to job satisfaction. Meanwhile, according to (Sedarmayanti, 2017) work motivation is defined as a condition within an individual that encourages the individual's desire to carry out certain activities to achieve goals.

E. Job satisfaction on employee performance

An increase in job satisfaction among employees certainly has an impact on the performance they show. Suryandini (2021) suggests that job satisfaction has a significant positive effect on employee performance. There is a difference between employees who have job satisfaction and those who do not. Employees who feel satisfaction in their jobs tend to have better records of attendance and compliance with regulations, but are less active in participating in union activities.

3. IMPLEMENTATION METHOD

A. Research methods

The research method used in this research is mixed methods. This research is a research step that combines two previously existing forms of research, namely qualitative research and quantitative research. According to (Ghozali, 2014) mixed research is a research approach that combines qualitative research with quantitative research. According to

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(Sugiyono, 2017) combined research methods (mixed methods) are a research method between quantitative methods and qualitative methods to be used together in a research activity, so that more comprehensive, valid, reliable and objective data is obtained and this research uses data analysis using SmartPLS software.

B. Data Collection Techniques and Instruments

The data collection techniques used in this research are as follows:

1. Questionnaire/questionnaire,
2. interview,
3. documentation or literature. A questionnaire consists of a list of questions given to the respondent and then the respondent answers and fills in the questionnaire or questionnaire.

C. Data Collection Instrument

The instrument used in this research is a questionnaire. Measuring each variable uses a Likert scale, the answer consists of five choices, namely: Strongly Disagree (STS), Disagree (TS), Undecided (RR), Agree (S), and Strongly Agree (SS), 3) Giving value (scoring). The answer Strongly Agree (SS) is given a value of 5, and so on decreasing until the answer Strongly Disagree (STS) is given a value of 1.

4. RESULTS AND DISCUSSION

A. Measurement Model (Outer Model)

Analysis of the measurement model (outer model) aims to evaluate the construct variables studied, the validity (accuracy) and reliability (reliability) of a variable

1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria that a variable is said to be reliable if the composite reliability value is > 0.60

Table 4.5 Variable Reliability Analysis through Cronbach Alpha values, Composite Reliability and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0.880	0.897	0.902	0.644
Performance	0.884	0.900	0.908	0.785
Compensation	0.884	0.889	0.903	0.744
Motivation	0.892	0.906	0.910	0.746
Leadership transformation	0.951	0.955	0.957	0.613

Source :SPSS data processing results (2024)

The results of reliability testing on the job satisfaction research variable instrument have a Cronbach alpha value of $0.880 > 0.7$, a Composite Reliability value of $0.902 > 0.6$ and an AVE value of $0.644 > 0.5$. As seen in table 4.5. then all the variables used in the job satisfaction variable are said to be reliable and do not contain multicollinearity

2. Convergent Validity

Table 4.6 Convergent Validity

	Job satisfaction	Performance	Compensation	Motivation	Leadership transformation
K1			0.898		
K11			0.772		
K12			0.849		
K14			0.870		
K15			0.814		
K2			0.802		
K3			0.819		
K5			0.710		
K7			0.745		
K8			0.794		
K9			0.742		
KI10		0.787			
KI11		0.723			
KI12		0.788			
KI2		0.706			
KI3		0.725			
KI4		0.758			
KI6		0.887			
KI7		0.747			
KI8		0.805			
KI9		0.712			
KK10	0.784				
KK11	0.746				
KK12	0.758				
KK14	0.778				
KK3	0.829				
KK4	0.703				
KK5	0.744				
KK7	0.727				
KK8	0.789				
KK9	0.757				
MO10				0.799	
MO13				0.783	
MO14				0.780	
MO15				0.812	
MO2				0.779	
MO3				0.731	
MO4				0.727	
MO5				0.774	

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MO6				0.734	
MO7				0.892	
MO8				0.709	
TL10					0.815
TL11					0.845
TL12					0.720
TL13					0.864
TL14					0.807
TL15					0.810
TL16					0.726
TL2					0.765
TL4					0.718
TL5					0.770
TL6					0.811
TL7					0.779
TL8					0.742
TL9					0.767

Source :Smart PLS data processing results (2024)

Based on table 4.6. above illustrates the Cross Loading value of variables whose position is <0.7 will be dropped or discarded. So the remaining outer loading value for the job satisfaction, performance, compensation, motivation and leadership transformation variables, the value of all the question items tested is greater than 0.7, so all indicators on the 5 variables are declared valid.

Table 4.7 Discriminant Validity

	Job satisfactio n	Perform ance	Compensation	Motivatio n	Leadership transformatio n
Job satisfaction	0.666				
Performance	0.587	0.696			
Compensation	0.698	0.464	0.664		
Motivation	0.746	0.722	0.522	0.668	
Leadership transformation	0.491	0.448	0.350	0.587	0.783

Source :Smart PLS data processing results (2024)

Based on table 4.7, the correlation results between variables are obtained. All variables have a correlation value of <0.90, thus the correlation value for all and between each variable is declared valid.

3. Direct Effect Testing

Table 4.8 Direct Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Leadership transformation - > Job satisfaction	0.645	0.640	0.086	3,331	0,000	H1 Accepted
Compensation - > Job satisfaction	0.420	0.420	0.076	5,500	0,000	H2 Accepted
Motivation -> Job satisfaction	0.495	0.489	0.074	6,723	0,000	H3 Accepted
Leadership transformation - > Performance	0.490	0.184	0.070	2,719	0.002	H4 Accepted
Compensation - > Performance	0.429	0.425	0.139	3,079	0.001	H5 Accepted
Motivation -> Performance	0.626	0.630	0.135	4,624	0,000	H6 Accepted
Job satisfaction - > Performance	0.033	0.049	0.166	0.200	0.842	H7 Rejected

Source :Smart PLS data processing results (2024)

The results of Table 4.8 above show that the original sample value of leadership transformation on job satisfaction is positive, namely 0.645, meaning that leadership transformation has a positive effect on job satisfaction, the t statistic value is 3.331 and the p value is 0.000, because the t-statistic value is > 1.96 (t table significant 5%), and the p-value < 0.05 means that Leadership Transformation Competence has a positive and significant effect on job satisfaction, so Hypothesis 1 in this study is accepted.

The results of Table 4.8 above show that the original sample value of compensation for job satisfaction is positive, namely 0.420, meaning that compensation has a positive effect on job satisfaction, the t statistic value is 5,500 and the p value is 0.517, because the t-statistic value is > 1.96 (t table is significant 5%), and p-value < 0.05, meaning that compensation has a positive and significant effect on job satisfaction, so Hypothesis 2 in this study is accepted

The results of Table 4.8 above show that the original sample value of motivation on job satisfaction is positive, namely 0.495, meaning that motivation has a positive effect on job satisfaction, the t statistic value is 6.723 and the p value is 0.000, because the t-statistic value is > 1.96 (t table is significant 5%), and p-value < 0.05, meaning that motivation has a positive and significant effect on job satisfaction, so Hypothesis 3 in this study is accepted

The results of Table 4.8 above show that the original sample value of leadership transformation on positive performance is 0.490, meaning that leadership transformation has a positive effect on performance, the t statistical value is 2.719 and the p value is 0.002, because the t-statistic value is > 1.96 (t table is significant 5%), and p-value < 0.05, meaning that leadership transformation has a positive and significant effect on performance, so Hypothesis 4 in this study is accepted.

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4. Indirect Effect Testing (Direct Effect)

Table 4.9 Indirect Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Leadership transformation -> Job satisfaction -> Performance	0.446	0.146	0.088	2,653	0,000	H8 Accepted
Compensation -> Job satisfaction -> Performance	0.400	0.174	0.086	2,313	0.011	H9 Accepted
Motivation -> Job satisfaction -> Performance	0.016	0.022	0.082	0.201	0.840	H10 Rejected

Source :Smart PLS data processing results (2024)

The results of Table 4.9 above show that to test the indirect influence between Transformational leadership on performance which is intervened by job satisfaction, the original sample value was obtained, namely 0.446, meaning that transformational leadership has a positive effect on performance which is intervened by job satisfaction, the statistical t value is 2.653 and The p value is 0.000, because the t-statistic value is > 1.96 (t table is significant 5%), and the p-value < 0.05 means that transformational leadership has a positive and significant effect on performance which is intervened by job satisfaction so that Hypothesis 8 in this research is accepted.

DISCUSSION

1. Transformational Leadership on Job Satisfaction

Transformational leadership has a significant effect on job satisfaction because transformational leaders are able to inspire and motivate employees with a clear and attractive vision. The results of this research are in accordance with Frederick Herzberg's theory which suggests that job satisfaction is influenced by motivator factors (such as achievement, recognition, the work itself, responsibility and growth) which are in line with the components of transformational leadership such as providing intellectual challenges and individual attention. Transformational leadership can create conditions that support these motivator factors, which in turn increase job satisfaction.

2. Compensation on Job Satisfaction

To produce employees who have high job satisfaction, companies must create conditions that can encourage employees to develop and improve their abilities and skills optimally. One effort that must be taken is to provide satisfactory compensation (Herispon & Firdaus, 2022). The results of this research are in accordance with expectancy theory where employees will be motivated to work hard if they believe that their efforts will lead to good performance, and that good performance will result in desired rewards, such as compensation. If employees feel that the compensation they receive is commensurate with the effort they expend and the performance they achieve, this will increase job satisfaction.

3. Motivation on Job Satisfaction

An employee tends to work enthusiastically if they are satisfied with their work. The results of this research are in accordance with Maslow's Hierarchy of Needs theory proposed by Abraham Maslow where humans have a hierarchical series of needs, starting from basic physiological needs to self-actualization needs. Employees who are motivated to meet these needs, especially higher needs such as esteem and self-actualization, tend to have higher job satisfaction. When organizations provide an environment that allows employees to meet these needs, motivation and job satisfaction will increase.

4. Transformational leadership on employee performance

Leadership style is a reflection of a person's ability to influence individuals or groups. A leader must be able to maintain harmony between fulfilling individual needs and directing individuals towards organizational goals. An effective leader is a leader who recognizes the important strengths contained in individuals or groups, and is flexible in the approaches used to improve the performance of the entire organization.

5. Compensation for performance

Compensation is a means of motivation that encourages employees to work with optimal abilities. Compensation is intended to meet the needs of employees and their families. Compensation has a significant effect on performance because it is a direct incentive that encourages employees to achieve and exceed set targets.

6. Motivation on Employee Performance

Motivation is the driving force that causes an organization member to be willing and willing to carry out various activities for which they are responsible and fulfill their obligations. The results of this research are in accordance with the Expectancy Theory proposed by Victor Vroom, which states that employee performance is strongly influenced by three factors: expectancy (belief that effort will result in good performance), instrumentality (belief that good performance will be followed by rewards), and valence (the value the employee places on the reward). If employees are motivated by the belief that their hard work will be rewarded with rewards they value highly, they will tend to perform better.

7. Job satisfaction on employee performance

Several studies reveal that employees who are satisfied with their work do not always show better performance. Job satisfaction may increase employees' feelings of positivity and well-being, but other factors such as skills, experience, and available resources often determine actual performance more. For example, an employee who is very satisfied with his job but lacks the necessary skills may still demonstrate inadequate performance.

8. Transformational Leadership on Employee Performance with Job Satisfaction as an Intervening Variable

Transformational leadership has a significant influence on employee performance with job satisfaction as an intervening variable because this leadership style is able to create a supportive and motivating work environment. The results of this research are in accordance with the Self-Determination Theory developed by Edward Deci and Richard Ryan, which states that job satisfaction is related to the fulfillment of employees' basic psychological needs, such as autonomy, competence and relatedness. Transformational leadership often creates an environment that supports the fulfillment of these needs, increasing job satisfaction. Higher job satisfaction, in turn, increases employees' intrinsic motivation, which then improves performance.

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9. Compensation for Employee Performance with Job Satisfaction as an Intervening Variable

Compensation has a significant effect on employee performance with job satisfaction as an intervening variable because fair and competitive compensation is an important motivation factor for employees. The results of this research are in accordance with the Self-Determination Theory developed by Edward Deci and Richard Ryan, where compensation can influence job satisfaction through fulfilling basic needs such as autonomy, competence and relatedness. When employees feel that the compensation they receive reflects their contributions and supports their needs, job satisfaction increases. Higher job satisfaction then encourages employees to work with more enthusiasm and perform better.

10. Motivation on Employee Performance with Job Satisfaction as an Intervening Variable

Compensation has a positive and insignificant effect on performance which is intervened by job satisfaction. The results of this research are in accordance with the Expectancy Theory proposed by Victor Vroom where performance is influenced by three factors: expectancy (belief that effort will produce good performance), instrumentality (belief that good performance will be followed by rewards), and valence (the value employees give to these rewards). Although compensation can increase valence and instrumentality, if employees do not see a strong connection between performance and compensation, or if they do not perceive compensation as a sufficiently valuable reward, then the resulting job satisfaction may not be enough to improve performance.

5. CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:

1. There is a significant influence between Transformational Leadership on job satisfaction at the Riau Islands Provincial Health Service
2. There is a significant influence between compensation and job satisfaction at the Riau Islands Provincial Health Service
3. There is a significant influence between motivation and job satisfaction at the Riau Islands Provincial Health Service
4. There is a significant influence between Transformational Leadership on employee performance at the Riau Islands Provincial Health Service
5. There is a significant influence between compensation on employee performance at the Riau Islands Provincial Health Service
6. There is a significant influence between motivation and employee performance at the Riau Islands Provincial Health Service
7. There is no significant influence between job satisfaction and employee performance at the Riau Islands Provincial Health Service, this is because employees who are satisfied with their work do not always show better performance. Job satisfaction may increase employees' feelings of positivity and well-being, but other factors such as skills, experience, and available resources often determine actual performance more. For example, an employee who is very satisfied with his job but lacks the necessary skills may still demonstrate inadequate performance.
8. There is a significant influence between Transformational Leadership on employee performance and job satisfaction as an intervening variable at the Riau Islands Provincial Health Service
9. There is a significant influence between compensation on employee performance and job satisfaction as an intervening variable at the Riau Islands Provincial Health Service

10. There is no significant influence between motivation on employee performance and job satisfaction as an intervening variable at the Riau Islands Provincial Health Service .

Suggestion

Based on the conclusions from the research results above, it can be recommended to the Riau Islands Provincial Health Service as follows:

1. For the Riau Islands Provincial Health Service to review and evaluate leadership training programs, compensation schemes and motivation programs. In addition, transformational leadership training programs can be adjusted to be more effective, and compensation schemes can be designed more effectively to further motivate employees.
2. For the Riau Islands Provincial Health Service to be able to identify areas that require improvement and provide more specific recommendations to improve employee performance.
3. For future research, it is recommended to focus on analyzing the interaction between transformational leadership, compensation, and motivation on performance. Investigating how combinations of these variables interact and influence each other can provide deeper insight into the factors that are most effective in improving employee performance.

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