

# The Influence of Leadership, Work Motivation, and Compensation on Employee Performance through Job Satisfaction as an Intervening Variable at Bank Syariah Indonesia KC Gatot Subroto Jambi

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## ABSTRACT

This study examines the direct and indirect effects of the variables of Leadership, Work Motivation, and Compensation on Employee Performance through Job Satisfaction as an intervening variable. This research is a quantitative study using the Total Sampling method with 45 respondents. Data analysis is conducted using the Structural Equation Modeling (SEM) analysis with Smart-PLS computer program. The results of this study are as follows: 1) Leadership has a positive and significant effect on Job Satisfaction 2) Work Motivation does not have a significant effect on Job Satisfaction 3) Compensation has a positive and significant effect on Job Satisfaction 4) Leadership has a positive and significant effect on Employee Performance 5) Work Motivation has a positive and significant effect on Employee Performance 6) Compensation does not have a significant effect on Job Satisfaction 7) Job Satisfaction has a positive and significant effect on Employee Performance 8) Job Satisfaction is able to influence the relationship between Leadership and Employee Performance 9) Job Satisfaction is not able to influence the relationship between Work Motivation and Employee Performance 10) Job Satisfaction is able to influence the relationship between Compensation and Employee Performance.

**Keywords:** Leadership, Work Motivation, Compensation, Employee Performance, and Job Satisfaction

## INTRODUCTION

The development of the current era, coupled with the increasingly competitive business environment, has prompted all companies to strive to improve the performance of their employees. An employee in a company is required to have good performance at work, so the employee must have high expectations and motivation to carry out their duties and responsibilities.

In the context of an institution or company, for company activities to run optimally, leadership plays a significant role. In an institution/company, leadership plays a role that significantly influences the performance of employees. Leaders in this context have a vital role, especially in providing guidance and direction to employees, thus driving improvement in employee performance (Abu, Fakhry, and Harun 2020). The importance of a leader's ability to influence and motivate employees becomes the primary function for employees to achieve job satisfaction. Job satisfaction can create a better work environment, leading to increased employee motivation (Pratama et al. 2022).

McClelland explains that employee performance will be maximized when they have high achievement motivation (Khoiri and Oktavia 2019). This increasing or decreasing motivation will affect the performance of the employee, which ultimately will also affect the company/organization where the employee works (Ferdinatus 2020).

Compensation can be used as a means of supervision, measuring productivity or performance, and methods to achieve the goals set by the company from a positive aspect. However, compensation can also be used as a sanction for employees with low productivity or performance by reducing compensation (salary, wages, incentives, etc.) (Herispon and Firdaus 2022).

Job satisfaction in this case can be said to be an effort that can improve employee performance. Job satisfaction will show how employees behave towards their work. Someone who is highly satisfied will tend to show a positive attitude towards their work, while those who are dissatisfied will show a negative attitude. In essence, job satisfaction is a sense of security and includes several aspects, such as: social-psychological aspects related to employee relationships with superiors and among employees, related to supervision issues, opportunities for recognition, and opportunities for advancement; and socio-economic aspects (social security and wages) (Mantauv 2018).

One of the strategic instruments in economic activities is banking. Banking serves to create economic stability and stimulate economic growth through various banks in Indonesia. Islamic banking is a banking system that does not use interest as a means of generating income or charging interest on loans and funds but is replaced with a profit-sharing scheme (Supiah 2021).

According to (Euis, Asmawi, and Muhammad 2012), human resources working in the Islamic financial sector are still dominated by conventional backgrounds by 90% and are only equipped with short training in Islamic banking. Only about 10% come from Islamic finance/banking backgrounds. This fact indicates an influence on the quality of the existing Islamic industry.

Leadership implemented at Bank Syariah Indonesia KC Gatot Subroto Jambi uses Islamic leadership. However, there is a problem faced by employees, namely, leaders assign tasks and responsibilities that are quite burdensome to employees, but due to the limitations of the leader's abilities and time in coordinating and directing employees, there is little interaction between leaders and employees. (Hasni, Noviantoro, and Septianti 2020) in his research titled "The Effect of Leadership on Performance at PT. Win Access Telecommunication Palembang with Job Satisfaction as an Intervening Variable" states that Leadership and Job Satisfaction on Performance have an influence, both simultaneously and partially. However, the study by (Saputri and Andayani 2018) titled "The Effect of Leadership and Work Motivation on Employee Performance in the Production Department at PT Cladtek Bi-Metal Manufacturing Batam" states that the Leadership variable on Employee Performance has a negative and insignificant partial effect.

Based on the pre-survey conducted, not all employees working at Bank Syariah Indonesia KC Gatot Subroto Jambi come from Islamic Economics or Islamic Banking educational backgrounds, so their understanding of the work they do is still not optimal. Therefore, the role of leaders is needed to direct and motivate employees to work according to the company's operational standards. Research conducted by (Lantara 2018) titled "The Effect of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Indonesia Tourism Development Corporation (ITDC)" states that there is a significant direct and indirect influence between work motivation and employee performance. However, in the research by (Hidayat 2021) entitled "The Effect of Motivation, Competence, and Work Discipline on Performance" states that the Motivation variable on employee performance at PT Surya Yoda Indonesia has no effect.

The work carried out at Bank Syariah Indonesia KC Gatot Subroto Jambi can be said to be quite burdensome. Thus, the workload that becomes the responsibility of employees is not completed according to the standard operational time set by the company, resulting in employees working extra hours beyond the company standard. However, the compensation obtained is not optimal because sometimes they receive compensation and sometimes they do not. Research by (Garaika 2020) entitled "The Effect of Compensation, Work Motivation, and Job Satisfaction as Intervening Variables on Performance" states that there is a significant and positive influence between Compensation and Work Motivation on Performance. However, in the research by (Mundakir and Zainuri 2018) entitled "The Effect of Compensation and Motivation on Civil Servant Performance with Job Satisfaction as an

Intervening Variable" it was found that the Compensation variable on Employee Performance has no effect.

Referring to the above explanations, the researcher wishes to further examine the issues in the research titled "The Effect of Leadership, Work Motivation, and Compensation on Employee Performance Through Job Satisfaction as an Intervening Variable at Bank Syariah Indonesia KC Gatot Subroto Jambi.

## METHODS

This research employs an associative quantitative approach. The chosen population comprises employees from Bank Syariah Indonesia (BSI) KC Gatot Subroto Jambi, totaling 45 individuals. The sampling technique selected is a Probability approach with the Total Sampling method applied for sample determination. Data collection instruments used include distributing questionnaires and conducting interviews. The data analysis technique utilized involves descriptive analysis, Structural Equation Modeling (SEM) using the Smart-PLS computer program, and hypothesis testing.

## RESULTS AND DISCUSSION

### FINDINGS

#### Characteristic of Respondents

The respondents of this study are 45 employees of Bank Syariah Indonesia KC Gatot Subroto Jambi.

**Table. 1 Respondent's Characteristics**

Characteristics	Total	Presentage
Gender		
• Male	29	65
• Female	16	35
Total	45	100
Age		
• 20 – 25 years old	16	36
• 26 – 30 years old	25	53
• 31 – 35 years old	3	7
• >35 years old	2	4
Total	45	100
Education		
• SMA	4	9
• Diploma	3	7
• Sarjana	38	84
Total	45	100
Income		
• Rp. 1.000.000 – Rp. 3.000.000	5	11
• Rp. 3.100.000 – Rp. 5.000.000	25	53
• >Rp. 5.000.000	16	36
Total	45	100

#### Descriptive Statistical Analysis

Descriptive statistical analysis in this study can be used to provide information regarding the usage of various types of research variables. The variables used in this study are Leadership, Work

Motivation, and Compensation as exogenous latent variables or independent variables, and Employee Performance as endogenous latent variables, as well as Job Satisfaction as an intervening variable. Below is the description of the research data related to the variables used:

**Tabel 2. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership	45	18.00	30.00	26.4667	2.97413
Work Motivation	45	8.00	15.00	12.6667	2.00000
Compensation	45	5.00	15.00	12.0667	2.54416
Employee Performance	45	15.00	25.00	21.9556	2.74653
Job Satisfaction	45	15.00	25.00	21.6222	2.69923
Valid N (listwise)	45				

### Measurement Model Evaluation (Outer Model)

#### Validity and Reliability Test

The results of the validity and reliability testing are presented in the following table :

**Tabel 3. Test of Validity and Reliability**

Variable	Indicator	Loading Factor	Cronbach's Alpha	CR	AVE
Leadership			0,887	0,930	0,816
X1.3	Communication skills	0,886			
X1.5	Responsibility	0,901			
X1.6	Emotional control ability	0,923			
Work Motivation			0,862	0,915	0,783
X2.1	Existence	0,904			
X2.2	Relationship	0,880			
X2.3	Growth	0,870			
Compensation			0,870	0,920	0,794
X3.1	Salary	0,801			
X3.2	Wage	0,934			
X3.3	Incentives	0,932			
Employee Performance			0,917	0,938	0,752
Y1	Output quantity	0,865			
Y2	Output quality	0,888			
Y3	Timeliness	0,850			
Y4	Attendance	0,828			
Y5	Ability to collaborate	0,902			
Job Satisfaction			0,907	0,931	0,732
Z1	The job itself	0,851			
Z2	Salary	0,726			
Z3	Promotion	0,863			
Z4	Cowokers	0,904			
Z5	Supervision	0,919			

The table 3 shows that the loading factor value generated from all indicators of each variable. It indicates that Islamic branding, halal awareness, repurchase intention, and trust have a loading factor

value greater than 0.7 and Average Variance Extracted (AVE) values > 0.5. Thus, these indicators can be declared valid as a measurement of the latent variable. In addition, all variables have high reliability, as indicated by Cronbach's alpha value > 0.7 and composite reliability > 0.7.

### Structural Model Evaluation (Inner Model)

In evaluating the inner model with Partial Least Square (PLS), the results can be seen from the R-square value for each latent dependent variable. The test results of this inner model show the R-Square value, as explained in the table as follows:

**Table 4. R Square**

Variable	R-Square	R-Square Adjusted
Employee Performance (Y)	0,833	0,816
Job Satisfaction (Z)	0,662	0,638

The table 4 shows that the Employee performance variable has R-Square value of 0.833, bigger than 0.5. Also, the job satisfaction variable has an R-Square value of 0.662, indicating that the structural model can be categorized as strength.

### Hypothesis Testing Results

To assess the significance of the influence between variables in the study, the Bootstrap Resampling method can be employed. Bootstrap, developed by Efron (1970), utilizes all original samples for resampling. Bootstrap Resampling does not require a large sample size. Testing is conducted using the t-test, with a p-value  $\leq 0.05$  (Alpha 5%), or a hypothesis test value > 1.96 (t-stat). The hypotheses for the outer model of the study are:

H0:  $\lambda_i \leq 0$  (Hypothesis rejected)

H1:  $\lambda_i > 0$  (Hypothesis accepted)

The hypotheses for the inner model regarding the influence of exogenous latent variables on endogenous variables are:

H0:  $\gamma_i \leq 0$  (Hypothesis rejected)

H1:  $\gamma_i > 0$  (Hypothesis accepted)

The hypotheses for the inner model regarding the influence of endogenous latent variables on endogenous variables are:

H0:  $\beta_i \leq 0$  (Hypothesis rejected)

H1:  $\beta_i > 0$  (Hypothesis accepted)

Based on the analysis of the tests using the SmartPLS version 3.2.9

statistical software with the evaluation of the inner model, the results are obtained as follow:

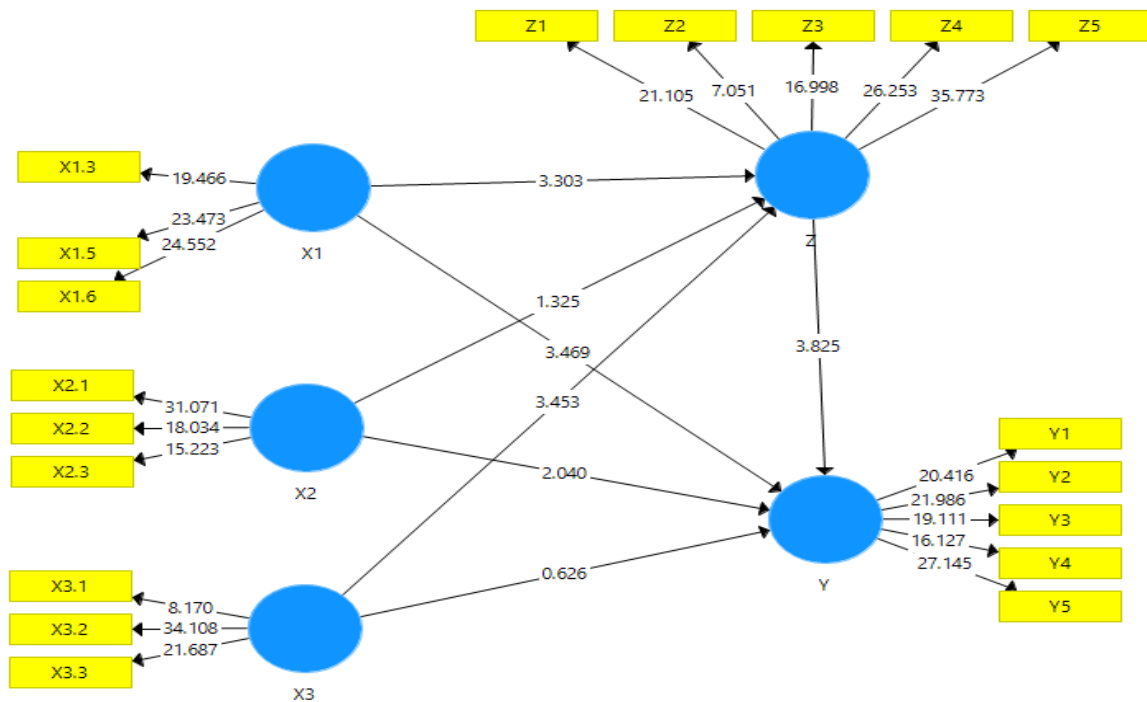


Figure 1. Diagram of Path Coefficient and Hypothesis Test

Table 5. Path Coefficient (Mean, STDEV, T-Value, P-Value)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y	0,404	0,391	0,116	3,469	<b>0,001</b>
X1 -> Z	0,439	0,417	0,133	3,303	<b>0,001</b>
X2 -> Y	0,252	0,239	0,123	2,040	<b>0,042</b>
X2 -> Z	0,164	0,158	0,124	1,325	<b>0,186</b>
X3 -> Y	-0,074	-0,053	0,119	0,626	<b>0,532</b>
X3 -> Z	0,343	0,368	0,099	3,453	<b>0,001</b>
Z -> Y	0,436	0,434	0,114	3,825	<b>0,000</b>

Table 6. Specific Indirect Effect (Mean, STDEV, T-Value, P-Value)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Z -> Y	0,192	0,186	0,084	2,285	<b>0,023</b>
X2 -> Z -> Y	0,072	0,065	0,054	1,315	<b>0,189</b>
X3 -> Z -> Y	0,150	0,159	0,059	2,536	<b>0,012</b>

Tables 5 and 6 present the results of direct and indirect effect tests. The magnitude of the effect can be observed from the "original sample" column, while the significance level between variables can be determined from the "t-statistics" and "p-value" columns. The influence between variables is considered significant if the t-statistic value is greater than 1.96 and the p-value is less than 0.05 (Alpha 5%).

## DISCUSSION

The results of the hypothesis testing through the bootstrapping method indicate that the variable of leadership on job satisfaction yields a positive and significant effect. Therefore, the first hypothesis (H<sub>1</sub>) is accepted. Leadership is a process involving influential relationships within a group of individuals striving for a common goal. In this context, influence implies active and reciprocal interactions between leaders and subordinates without coercion. These findings align with previous research by (Pratama et al. 2022) stating that leadership has a positive and significant influence on job satisfaction. However, they contradict the study by (P. I. A. Dewi 2017), which found that leadership has a negative and nonsignificant effect on employee job satisfaction.

The second hypothesis of this study, using bootstrapping, indicates that the influence of work motivation on employee job satisfaction is not significant. Therefore, the second hypothesis (H<sub>2</sub>) is rejected. Work motivation is the internal drive to accomplish goals. For optimal employee performance, job satisfaction and motivation are crucial factors. However, this is not consistent with the work motivation possessed by employees, as indicated by the respondents' responses. This finding is in line with (Mappaming 2020) statement that work motivation does not affect employee job satisfaction. However, it contradicts (Lantara 2018) study, which found a direct influence of work motivation on job satisfaction.

The third hypothesis of this study indicates that the influence of work motivation on job satisfaction is positive and significant. Therefore, the third (H<sub>3</sub>) is accepted. Compensation is a reward given to employees for their contributions to the company. Generally, providing compensation stimulates better work performance, ultimately benefiting the company. This finding aligns with (Garaika 2020) statement that compensation has a positive and significant influence on job satisfaction. However, it contradicts the findings of (Adolfina and Roring 2018) which state that compensation does not have a significant influence on job satisfaction.

The fourth hypothesis, using bootstrapping, indicates that the influence of leadership on employee performance is positive and significant. Therefore, the fourth (H<sub>4</sub>) is accepted. Leadership is the ability to lead, influence, and control the behavior, feelings, and thoughts of others to achieve predetermined goals. The role of a leader is crucial in a company and significantly impacts employee performance and overall company success. This aligns with (Hasni, Noviantoro, and Septianti 2020) statement that leadership significantly influences employee performance. However, it contradicts Saputri and (Saputri and Andayani 2018) study, which found a negative and nonsignificant partial effect of leadership on employee performance.

The fifth hypothesis of this study, using bootstrapping, indicates that the influence of work motivation on employee performance is positive and significant. Therefore, the fifth (H<sub>5</sub>) is accepted. Work motivation is crucial in a company's operation, as motivated individuals tend to strive toward goals. This finding aligns with (Lidia and Hotlan 2017) statement that work motivation affects employee performance. However, it contradicts (Hidayat 2021) study, which found that motivation does not affect employee performance.

The sixth hypothesis, using bootstrapping, indicates that the influence of compensation on employee performance is not significant. Therefore, the sixth (H<sub>6</sub>) is rejected. Compensation is a direct or indirect reward given by companies to employees. However, this does not align with the compensation received by employees, as indicated by respondents' answers. This finding is consistent with (Mundakir and Zainuri 2018) statement that compensation does not affect employee performance. However, it contradicts (Garaika 2020) study, which found a positive and significant influence of compensation on employee performance.

The seventh hypothesis, using bootstrapping, indicates that the influence of job satisfaction on employee performance is positive and significant. Therefore, the seventh (H<sub>7</sub>) is accepted. Job satisfaction reflects an individual's pleasure level in their job or role within the company. Each employee

needs job satisfaction as it affects their performance. This aligns with (Paparang, Areros, and Tatimu 2021) statement that job satisfaction positively influences employee performance. However, it contradicts (Fitri and Endratno 2021) study, which found a negative influence of job satisfaction on employee performance.

The eighth hypothesis, using bootstrapping, indicates that the influence of leadership on employee performance through job satisfaction as an intervening variable is positive and significant. Therefore, the eighth ( $H_8$ ) is accepted. For a company to operate optimally, leadership is necessary. The role of leadership in a company significantly influences employee performance. This aligns with (Mutholib and Muhammad 2022) statement that leadership indirectly affects employee performance through job satisfaction. However, it contradicts (Sukma, Mukmin, and Andesta 2021) study, which found that employee performance is not influenced by leadership and motivation through job satisfaction as a mediator.

The ninth hypothesis, using bootstrapping, indicates that the influence of work motivation on employee performance through job satisfaction as an intervening variable is not significant. Therefore, the ninth ( $H_9$ ) is rejected. For optimal employee performance, leaders must motivate them. Both job satisfaction and motivation are factors influencing performance. This finding contradicts (Amanah and Hidayat 2020) study, which found no mediation relationship between motivation and job satisfaction. However, it aligns with (N. P. C. Dewi, Wimba, and Agustina 2021), which found that work motivation has a positive and significant influence on employee performance through job satisfaction as an intervening variable.

The tenth hypothesis, using bootstrapping, indicates that the influence of compensation on employee performance through job satisfaction as an intervening variable is positive and significant. Therefore, the tenth ( $H_{10}$ ) is accepted. This study aligns with Stacy Adam's equity theory, stating that humans desire fairness in rewards and punishments for their behavior. Compensation should be based on internal contingencies. This aligns with Kurniawan, Alam, and (Kurniawan, Alam, and Albar 2020) statement that compensation positively influences performance through job satisfaction. However, it contradicts (Azizah and Margono 2020) study, which found that job satisfaction cannot mediate the influence of compensation and work environment on employee performance.

## **CONCLUSION**

Based on the testing results using SmartPLS 3.2.9 software, the following conclusions are drawn: Leadership has a positive and significant effect on job satisfaction of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Work motivation does not have a significant effect on job satisfaction of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Compensation has a positive and significant effect on job satisfaction of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Leadership has a positive and significant effect on the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Work motivation affects the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Compensation does not have a significant effect on the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Job satisfaction has a positive and significant effect on the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Job satisfaction mediates the relationship between leadership and the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Job satisfaction does not mediate the relationship between work motivation and the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi. Job satisfaction mediates the relationship between compensation and the performance of employees at Bank Syariah Indonesia KC Gatot Subroto Jambi.

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