

Received: April 11, 2022

Revised: April 21, 2022

Accepted: April 30, 2022

*Corresponding author: N. Nurlina,
Department of Management, STIMI
YAPMI, Makassar, Indonesia

E-mail: yapmi.nurlina@gmail.com

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Examining Linkage Between Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance

N. Nurlina^{1*}

¹Department of Management, STIMI YAPMI, Makassar, Indonesia. Email: yapmi.nurlina@gmail.com

Abstract: The purpose of this study was to analyze the effect of transactional leadership, organizational culture, commitment, and compensation on job satisfaction. The research was conducted at the Agricultural Quarantine Center for the South Sulawesi Region with a population of 193 respondents. Data from the questionnaire were analyzed using the Structural Equation Model using the help of AMOS 18. The results found that transactional leadership directly had a positive and significant effect on employee job satisfaction. Organizational culture has a negative and significant effect on employee job satisfaction. Organizational commitment has a significant effect on employee job satisfaction. Compensation has a significant effect on employee job satisfaction. Transactional leadership directly has a significant effect on employee performance. Organizational culture has insignificant effect on employee performance. Organizational commitment has significant effect on employee performance. Compensation has significant effect on employee performance. Job satisfaction has significant impacts employee performance. Indirectly, transactional leadership through job satisfaction positively and significantly affects employee performance. Indirectly, organizational culture through job satisfaction has a negative and insignificant effect on employee performance. Indirectly, organizational commitment through job satisfaction positively and significantly affects employee performance. Indirectly, compensation through job satisfaction has a positive and significant effect on employee performance.

Keywords: Transactional Leadership, Organizational Culture, Commitment, Compensation, Work Satisfaction, Work Performance.

JEL Classification Code: D23, J33, J28, P47

1. INTRODUCTION

The phenomenon of low employee performance caused by low job satisfaction from the influence of leadership style, organizational culture and work commitment makes the achievement of employee performance not reach the expected target. Therefore, it is a consideration for the South Sulawesi Agricultural Quarantine management to apply the work target theory from Blickle et al. (2020) that assesses a work that is performing, seen from the achievement of targets in terms of quantity, quality, time efficiency and effectiveness of the resulting budget. This assessment of the performance of employees who do not achieve the expected targets is related to several previous studies which showed that the decline in performance was influenced by job satisfaction, leadership style, organizational culture and work commitment. As done by Edgar et al. (2015) that the decline in dominance performance is influenced by the low level of job satisfaction shown, Lew Hardy's research (2010) shows the decline in performance is caused by job satisfaction, leadership style and organizational culture which is still low. Furthermore, research by Mixdorf et al. (2021) showed a decrease in performance due to the low application of organizational culture to job satisfaction, and research by Chamdan (2013) showed low performance due to weak organizational commitment and achievement



of job satisfaction. Understanding this, according to Suong et al. (2019) that low job satisfaction has an effect on decreasing performance achievement. This is evidenced that low job satisfaction causes employees to often complain, protest and be disappointed in carrying out their work activities, so that the performance given is not as expected.

Understanding the causes of low job satisfaction in improving employee performance, the management must address and pay attention to the importance of applying Herzberg's two-factor theory as a motivator and hygiene theory that must be carried out by an organization to increase job satisfaction oriented to improving employee performance. The two-factor theory from Herzberg in Alrawahi et al. (2020) states that satisfaction causes people to feel happy and dissatisfaction causes people to be disappointed, so it is necessary to pay attention to things that provide satisfaction such as providing interesting work, fostering courage to face work challenges, spurring them to continue to excel, increase compensation and provide promotions. The following relates to several previous studies that examined low satisfaction causing performance to not increase, including research by Hoff et al. (2020) which stated that low job satisfaction of individual human resources causes a decrease in performance.

Tsai et al. (2007) stated that a weak organizational culture affects the level of satisfaction and decreased employee performance achievement. This is evidenced that an organizational culture that is not institutionalized makes employees work dishonestly, lacks identity, is less responsible, undisciplined and unable to achieve maximum work results. As a result of a weak organizational culture causes job satisfaction and employee performance to decrease. Responding to the importance of organizational culture to be addressed and improved institutionally, the management should apply the philosophy of value theory from Portman in 2013 which states that there are five values of advanced and modern organizational philosophy, namely integrity, identity, responsibility, discipline and result orientation. These five philosophies if executed properly have an effect on increasing job satisfaction and performance achievement. The connection with previous research is research from Anas & Hamzah (2020) which shows the low application of organizational culture causes human resources to be dissatisfied with the work they are engaged in and results in a decrease in work performance. Wei Zheng's research (2010) shows that a weak organizational culture results in decreased satisfaction and performance of human resources. Likewise, research by Potnuru et al. (2019) states that the applied organizational culture is still low and causes human resources to feel dissatisfied with the work they are doing. Zhang et al. (2019) states that allow work commitment in affective, normative, continuous and perspective gives the effect of decreasing job satisfaction and the difficulty of increasing performance achievement. Orientation to improve work commitment is an important solution to increase satisfaction and performance in an organization.

Furthermore, the phenomenon of compensation received by employees in reality employees still demand to increase compensation in accordance with the work achieved. It can be seen that the provision of compensation as an organizational policy has not been able to improve the welfare of employees, non-employees feel that the compensation they receive is not commensurate with the demands of what is done by employees. As a result of job compensation received by employees is low, this affects job satisfaction and employee performance decreases. It can be seen that employees become diligent and work diligently if every job they do is compensated as remuneration and if no compensation is given, the tendency of employees is lazy to work and often delays the work given to them. This is a phenomenon that compensation has a role in an organization to increase employee satisfaction and performance. To fix the increase in job satisfaction and employee performance for the low compensation received by employees, it is necessary to consider the application of the award theory from Chiaburu et al. (2021) that everyone in the organization works to get an award receiving compensation in accordance with the rewards for services donated to the organization. Rewards in the form of compensation are important factors that concern everyone in the organization to meet satisfaction and improve performance. The following is the connection with several previous studies, including (e.g., Hwang & Park, 2022; Kim & Chung, 2019; Zacharatos et al., 2007) research which examined compensation that has an influence on job satisfaction and performance, with the results of the study showing that there is a positive and significant influence on compensation paid for. received by employees to increase job satisfaction and performance.

2. Literature Review

2.1. Transformational Leadership

Fernando et al. (2020) suggests transactional leadership is leadership in which the leader determines what employees must do in order to achieve organizational goals and help employees gain confidence in doing the task. So transactional leadership is a leadership in which a leader encourages his subordinates to work by providing resources and rewards in return for increasing effective task achievement. Furthermore, San Lam & O'Higgins, (2012) states that transactional leadership includes three dimensions, namely first, contingent rewards to influence leaders to clarify the work that must be done, using incentives as a tool to encourage the achievement of task execution results as expected. Second, management by exception (management by exception) which consists of two, namely passively, to influence the leader's behavior and use correction or punishment efforts as a response to poor performance / deviations from standards, and actively to influence behavior, the leader actively monitors on the work performed by employees and use corrective measures in order to ensure that work is carried out and completed according to standards. And third, laissez-faire leadership which, is a leader who avoids trying to influence subordinates, neglects his coaching duties as a leader, immerses himself in routine work and avoids confrontation. Leaders have many responsibilities to subordinates, do not set clear goals, do not help group decision making and let everything flow as long as everything looks safe. Transactional leadership is also described by L. Zhang et al. (2018) as a leadership style that encourages subordinates by calling for interest in work. Leadership behavior focuses on the outcome of the task and the relationship of good workers in exchange for desired rewards. Transactional leadership encourages the leader to adapt his style and behavior to understand followers' expectations. Based on the opinion of experts, it can be concluded that transactional leadership is leadership that involves or emphasizes rewards to motivate subordinates, meaning that this transactional leadership style has behavioral characteristics to motivate subordinates by giving appropriate rewards (contingent rewards) and management as needed (management by exception). The forming factors of transactional leadership refer to the things leaders do in their implementation. According to Othman & Wanlabeh, (2012), a leadership has factors that indicate the style of a leader in motivating his subordinates. Efforts to motivate subordinates to be effective are carried out by influencing subordinates to act according to time and cooperate with each other to achieve goals.

2.2. Organizational Culture

Limaj & Bernroider, (2019) narrates the metamorphosis of organizational culture born of the basic behavior possessed by individuals in an organization which implies a form of behavior in accordance with the philosophy of the organization's founders which instills the fundamental values adopted by the organization in accordance with a harmonious work ethic. with the normative principles and rules of the organization. This basic behavior then develops in the form of a model of organizational culture in accordance with the group that accommodates it, the organizational hierarchy, considerations of organizational rationality and the advocacy that is adopted. This model then has a core organizational culture including integrity, identity, responsibility, discipline and results orientation, in carrying out the transformation of the organizational culture that is applied. For organizations, organizational culture plays an important role in influencing organizational commitment. Abdelzaher et al. (2017) states that the existence of organizational culture has an impact on organizational commitment. integrity, identity, responsibility, discipline and results orientation given to members of the organization that are in line with the basic behavior of changing values that are embraced to become the core of culture to achieve organizational goals. Famiyeh et al. (2018) states that organizational culture has a strong influence on the achievement of individual and organizational performance. The reality is that individuals who are sensitive to progress seek to improve their work abilities, by developing freedom of work creation for work optimization, individuals have the courage to develop job opportunities to achieve work performance and continue to carry out more professional work transparency. The core of organizational culture that is run individually produces sensitivity to work

progress, freedom to work creation, courage to work opportunities, transparency to work professionalism. The output of the resulting cultural core values is an element of performance appraisal. On the other hand, the core organizational culture that has been applied has provided strengthening of the potential of human resources, strengthening of work unit institutions and achieving organizational goals (Taghipour & Dejban, 2013). Organizational culture is built based on indicators of integrity, identity, responsibility, discipline and results orientation which have a direct or indirect influence on realizing organizational commitment and achieving performance for an organization. Naturally, if organizational culture is one of the determinants of individual human resource development and organizational development of human resources.

2.3. Organizational Commitment

The concept of work commitment is the actualization of positive behavior through a firm orientation to the work organization. According to Tajeddini et al. (2020) work commitment is a commitment that appears not passive loyalty, but involves an active relationship with the work organization (organization commitment namely a commitment which rises not just to be passive loyalty, but to participate of active relations with organization). X. Zhang et al. (2019) defines work commitment as a manifestation of the totality of the loyalty of an individual's identity with his organization. Zacharatos et al. (2007) views work commitment as a total loyalty value orientation for the organization. Wong et al. (2021) suggests three characteristics of work commitment guidelines, namely: 1) strong beliefs about the organization, 2) maintaining oneself to remain a member of the organization, 3) trying hard as part of a member of the organization. Wang et al. (2020) states that work commitment is generally understood as an individual psychological bond to the organization in the form of work involvement, loyalty and trust in the organization. Work commitment is a form of loyalty to one's behavior in taking actions and decisions according to attitudes to realize values as the basis of trust. According to Wang et al. (2020) work commitment is a nuance of willingness, loyalty and pride of individual HR in the organization. Work commitment is self-actualization of organizational loyalty through willingness or willingness to try to be part of the organization, survive in the organization and be proud to be part of the organization. It means that work commitment is an important factor in achieving organizational goals. The output of work commitment is satisfaction and performance. Taba, (2018) generally explain that the core of affective commitment includes sensitivity, pride, attachment, and achievement of results for the totality of loyalty shown to the organization. Normative commitment includes expressing feelings to work hard, have loyalty, uphold work values and strive for achievement as a manifestation of natural commitment. Sustainability commitment adheres to the teachings of being consistent in the organization, turning the organization on and having a forward orientation for the progress of the organization.

2.4. Compensastion

Understanding the assumption of understanding compensation according to Omotehinse & De Tomi, (2020) which cites the theory of remuneration according to Drucker. This theory asserts that compensation activities are an act of remuneration based on the achievement of work results. The greater the compensation obtained, the greater the remuneration received based on the work obtained. In essence, people who work also want to earn money to meet their needs. For this reason, an employee begins to appreciate hard work and shows more loyalty to the company and that's why the company rewards employee performance by providing compensation. One way of management to improve work performance, motivate and improve the performance of employees is through compensation (Pan et al., 2022). According to Jeha et al. (2022) compensation is a broad term related to financial rewards received in connection with work commonly called compensation. Compensation means a sign of a transaction process that becomes remuneration between people who work with organizations that provide work. In principle, compensation is a work relationship between employees and the organization which is characterized by the provision of financial and non-financial compensation. Pan et al. (2022) provides an understanding of compensation is all income in the form of money, goods

directly or indirectly received by employees in return for services provided by the organization. Compensation is an award or respect for the work done and assessed based on the work achieved. Tang et al. (2020) compensation is the overall knowledge of the provision of remuneration for employers and employees, either directly in the form of money (financial) or indirectly in the form of money (non-financial). Compensation becomes an identity for people who work and get remuneration for what is done in accordance with the results of the work produced and exchanged in financial form. The issue of compensation is very important to pay attention to because the size of the compensation given will affect employee performance, according to Reynolds, (2005) the definition of compensation is everything that employees receive as remuneration for work.

2.5. Work Satisfaction and Work Performance

The concept of job satisfaction is an assumption concept that is felt by everyone in assessing feelings of satisfaction and dissatisfaction. Tajeddini et al. (2020) states that satisfaction is an experience that is embedded in one's assumptions about the feelings experienced by the activities or actions taken. Expressing feelings about satisfaction and dissatisfaction is very dependent on the activities and actions that result. Satisfaction has a positive meaning and dissatisfaction has a negative meaning towards an assumption that is addressed. Assessing job satisfaction is basically something that is universal. Each individual has a different level of satisfaction according to the assessment of feelings. The more fulfilled what is felt or expected, the more it shows the actualization of satisfaction is fulfilled. The descriptions above lead researchers to understand that job satisfaction is an important context of an organizational work activity that must be maintained and maintained to meet the job satisfaction of individual human resources. The source of job satisfaction from everyone who works cannot be separated from five indicators, namely interesting work, work challenges, achievements, compensation and promotions. Nguyen et al. (2019) states that an assessment of the work implementation needs to be carried out formally based on a set of criteria that are rationally determined and applied objectively and systematically documented. Only then can the two main interests mentioned above be fulfilled. This needs to be emphasized because not a few managers think that the implementation of a formal performance appraisal by the personnel department is actually not needed and is even seen as a "disruption" to the implementation of operational activities. This means that many leaders are of the opinion that it is sufficient for the performance appraisal of subordinates to be submitted to the direct supervisor of each employee and the assessment is carried out informally. The fundamental benefit of a systematic performance appraisal is that it can produce information that is very helpful to decision makers. The assessment provides information before it is needed so as to avoid sudden decisions if a decision has to be made. Decisions are taken systematically, so the process of making it certainly will not be too influenced by recent events or by things that pass through the memory of the assessor. Another benefit of formal thinking is that it can stimulate and guide employee development. Most want to know how things work. An appraisal program provides information in a form that can be communicated to employees. Singh & Singh, (2012) explains that employee performance is influenced by many considerations of variables such as leadership, organizational culture, organizational commitment, job satisfaction and various other variables given by the organization to an employee. Each of the above actors has a specific role that can affect performance improvement efforts. The direct supervisor of the employees who are assessed to have a role in the employee performance appraisal process. Even a common staffing practice that occurs is that it is the direct superiors who are indeed responsible for conducting an ongoing, informal assessment that meets the requirements of objectivity and regularity based on the patterns and policies determined for the entire organization by the personnel department (Sanz-Valle & Jiménez-Jiménez, 2018). The performance measurement process is a series of activities carried out by management in order to set performance standards by comparing the expected performance according to the target with the actual performance expected according to the target with the actual performance that has been achieved (Mohd Sharip et al., 2022). According to Hsiao et al. (2015), there are three approaches that can be described in determining the performance measurement process.

3. Research Method and Materials



This research is exploratory research, which is trying to find relationships that are relatively new, and explanatory, namely research conducted by explaining the symptoms caused by an object of research. Judging from the data aspect, it is ex post facto research, which means that after the incident, research is a systematic empirical search, where the researcher cannot control the independent variables. The aim is a causal study that seeks to explain the causal relationship of the influence of transactional leadership, organizational culture, commitment and compensation on satisfaction and performance of Agricultural Quarantine employees in South Sulawesi Region. The population in this study were all employees of the South Sulawesi Agricultural Quarantine which were taken purposively by determining two areas, namely Makassar City and Parepare City. The Makassar City Agricultural Quarantine Center has 157 employees and the Parepare Agricultural Quarantine Center has 36 employees. So the total population is 193 employees. The data analysis technique used in explaining the phenomenon in this research is descriptive statistical analysis technique and Structural Equation Modeling (SEM) analysis.

4. Results and Discussion

4.1. Characteristic of Respondent

Overall, the characteristics of the respondents indicate that the respondents in the study are worthy of providing information related to research on the effect of transactional leadership, organizational culture, commitment and compensation on job satisfaction and employee performance in South Sulawesi Agricultural Quarantine describe in Table 1.

Table 1: Characteristics of Respondents by Identity (n = 193)

No	Respondents based on	Classification	Number of Respondents	
			Frequency	%
1	South Sulawesi Agricultural Quarantine	Makassar	157	81.3
		Parepare	36	18.7
2	Gender	Men	126	65.3
		Women	67	34.7
3	Age (Year)	21 – 25	2	1.0
		26 - 30	15	7.8
		31 - 35	37	19.3
		36 – 40	38	19.7
		41 – 45	42	21.8
		> 45	59	30.6
4	Education	Magister	27	14.0
		Bachelor	132	68.4
		Diploma	16	8.3
		Senior High School	18	9.3
5	Working Period (Years)	1 – 10	68	35.2
		11 – 20	80	41.5
		21 – 30	38	19.7
		> 30	7	3.7

4.2. Descriptive of Research Variables

Based on table 2, it can be seen that the transactional leadership indicator is in the form of laissez-faire which is dominant seen from the mean value and the mode shown, which means that every leader needs to improve the application of transactional leadership by not always relinquishing his responsibilities in showing work leadership that does not avoid making the right decisions. for the advancement of the organization.

Table 2: Frequency / Percentage of Transactional Leadership Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
X1.1	0	0.0	2	1.0	30	15.5	110	57.0	51	26.4
X1.2	0	0.0	2	1.0	31	16.1	111	57.5	49	25.4
X1.3	1	0.5	6	3.1	47	24.4	89	46.1	50	25.9
X1.4	0	0.0	2	1.0	27	14.0	78	40.4	86	44.6
Indicators	Statistics									
	Mean		Median		Mode					
X1.1	4.09		4.00		4					
X1.2	4.07		4.00		4					
X1.3	3.94		4.00		4					
X1.4	4.28		4.00		5					
Mean	4.10		4.00		4					

Table 3: Frequency/Percentage of Organizational Culture Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
X2.1	0	0.0	4	2.1	17	8.8	78	40.4	94	48.7
X2.2	1	0.5	2	1.0	22	11.4	78	40.4	90	46.6
X2.3	4	2.1	8	4.1	21	10.9	61	31.6	99	51.3
X2.4	0	0.0	0	0.0	20	10.4	62	32.1	111	57.5
X2.5	0	0.0	0	0.0	14	7.3	63	32.6	116	60.1
Indicators	Statistics									
	Mean		Median		Mode					
X2.1	4.36		4.00		5					
X2.2	4.32		4.00		5					
X2.3	4.26		5.00		5					
X2.4	4.47		5.00		5					
X2.5	4.53		5.00		5					
Mean	4.39		5.00		5					

Table 4: Frequency / Percentage of Work Commitment Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
X3.1	0	0.0	0	0.0	24	12.4	97	50.3	72	37.3
X3.2	0	0.0	1	0.5	22	11.4	99	51.3	71	36.8
X3.3	0	0.0	0	0.0	49	25.4	70	36.3	74	38.3
X3.4	0	0.0	4	2.1	30	15.5	64	33.2	95	49.2
Indicators	Statistics									
	Mean		Median		Mode					
X3.1	4.25		4.00		4					
X3.2	4.24		4.00		4					
X3.3	4.13		4.00		5					
X3.4	4.30		4.00		5					
Mean	4.23		4.00		5					

Based on table 4, it can be seen that the indicator of organizational commitment is in the form of a dominant affective seen from the mean value and the mode shown, which means that every employee is committed to advancing the organization where he works.

Table 5: Frequency / Percentage of Compensation Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
X4.1	1	0.5	1	0.5	30	15.5	87	45.1	74	38.3
X4.2	0	0.0	2	1.0	17	8.8	61	31.6	113	58.5
X4.3	0	0.0	5	2.6	28	14.5	66	34.2	94	48.7
X4.4	0	0.0	0	0.0	19	9.8	52	26.9	122	63.2
Indicators	Statistics									
	Mean		Median		Mode					
X4.1	4.20		4.00		4					
X4.2	4.48		5.00		5					
X4.3	4.29		4.00		5					
X4.4	4.53		5.00		5					
Mean	4.38		4.50		5					

Compensation indicator in the form of facilities is dominant as seen from the mean value and the indicated mode, which means the existence of facilities as a provision of non-financial remuneration needed by employees to facilitate and smooth work activities.

Table 6: Frequency / Percentage of Job Satisfaction Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Y1	0	0.0	1	0.5	19	9.8	102	52.8	71	36.8
Y2	0	0.0	1	0.5	23	11.9	89	46.1	80	41.5
Y3	0	0.0	0	0.0	39	20.2	65	33.7	89	46.1
Y4	0	0.0	1	0.5	18	9.3	86	44.6	88	45.6
Y5	3	1.6	14	7.3	34	17.6	93	48.2	49	25.4
Indicators	Statistics									
	Mean		Median		Mode					
Y1	4.26		4.00		4					
Y2	4.28		4.00		4					
Y3	4.26		4.00		5					
Y4	4.35		4.00		5					
Y5	4.89		4.00		4					
Mean	4.89		4.00		4					

Job satisfaction in the form of promotion is dominant seen from the mean value and the mode shown, which means that employee job satisfaction is determined by the provision of promotions as the fulfillment of job satisfaction which is a respect for the success of employees in achieving targets. The dominant cost performance indicator is seen from the mean value and the mode shown, which means that the South Sulawesi Agricultural Quarantine employees use budget or fund allocations effectively to facilitate the completion of work.

Table 7: Frequency / Percentage of Performance Variables

Indicators	Respondent Answer Score									
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Z1	0	0.0	0	0.0	19	9.8	91	47.2	83	43.0
Z2	0	0.0	0	0.0	20	10.4	86	44.6	87	45.1
Z3	0	0.0	3	1.6	37	19.2	82	42.5	71	36.8

Z4	0	0.0	1	0.5	16	8.3	81	42.0	95	49.2
Indicators	Statistics									
	Mean			Median			Mode			
Z1	4.33			4.00			4			
Z2	4.35			4.00			5			
Z3	4.15			4.00			4			
Z4	4.40			4.00			5			
Mean	4.31			4.00			5			

4.3. Validity and Reliability Test

The results of data processing, the results obtained that in general the questionnaire instrument is very valid on average. This is indicated by the value of the Standard Deviation greater than 0.6 (positive). The validity provisions of an instrument have met the minimum requirement of 0.6 as an instrument that is considered valid.

Table 8: Summary of Validity Test Result

Instruments	Pearson Correlation	r-Product Moment r-estimated	Description
X1.1	0.806	0.170	Valid
X1.2	0.862		
X1.3	0.775		
X1.4	0.772		
X2.1	0.755		
X2.2	0.754		
X2.3	0.790		
X2.4	0.755		
X2.5	0.432		
X3.1	0.746		
X3.2	0.812		
X3.3	0.791		
X3.4	0.610		
X4.1	0.673		
X4.2	0.733		
X4.3	0.720		
X4.4	0.742		
Y1	0.753		
Y2	0.803		
Y3	0.737		
Y4	0.650		
Y5	0.557		
Z1	0.762		
Z2	0.824		
Z3	0.763		
Z4	0.731		

Table 9: Summary of the Reliability Test Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1.1	106,91	60,320	,500	,585	,808
X1.2	106,93	60,099	,524	,627	,807
X1.3	107,06	59,548	,458	,433	,808
X1.4	106,72	59,819	,493	,608	,807
X2.1	106,64	60,366	,451	,581	,809
X2.2	106,68	61,530	,331	,458	,814
X2.3	106,74	60,828	,287	,487	,817

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X2.4	106,53	61,313	,401	,540	,811
X2.5	106,47	63,167	,246	,262	,817
X3.1	106,75	61,719	,372	,464	,813
X3.2	106,76	61,987	,341	,552	,814
X3.3	106,87	60,030	,439	,513	,809
X3.4	106,70	61,490	,308	,318	,815
X4.1	106,80	63,120	,195	,269	,820
X4.2	106,52	62,907	,236	,444	,818
X4.3	106,71	63,040	,181	,418	,821
X4.4	106,47	63,261	,217	,489	,818
Y1	106,74	61,380	,414	,601	,811
Y2	106,72	61,174	,405	,623	,811
Y3	106,74	60,422	,415	,451	,810
Y4	106,65	62,344	,305	,378	,815
Y5	107,11	62,768	,164	,164	,823
Z1	106,67	61,712	,381	,464	,812
Z2	106,65	60,905	,454	,531	,809
Z3	106,85	61,291	,339	,452	,814
Z4	106,60	61,970	,346	,393	,813

Based on Table 9 above, it shows that the alpha value of the research instrument for each variable is greater than the implied value, which is 0.60 or greater than 0.60. Thus, the entire questionnaire instrument in this study is reliable because it has fulfilled the minimum requirements.

4.4. Confirmatory Factor Analysis

Evaluation of the model, it shows that from the eight goodness of fit indices criteria, it can be seen that the chi-square value is still large and some criteria do not match the specified cut off value, so modifications are made to the model by doing a correlation between error indicators according to the instructions from the modification indices.

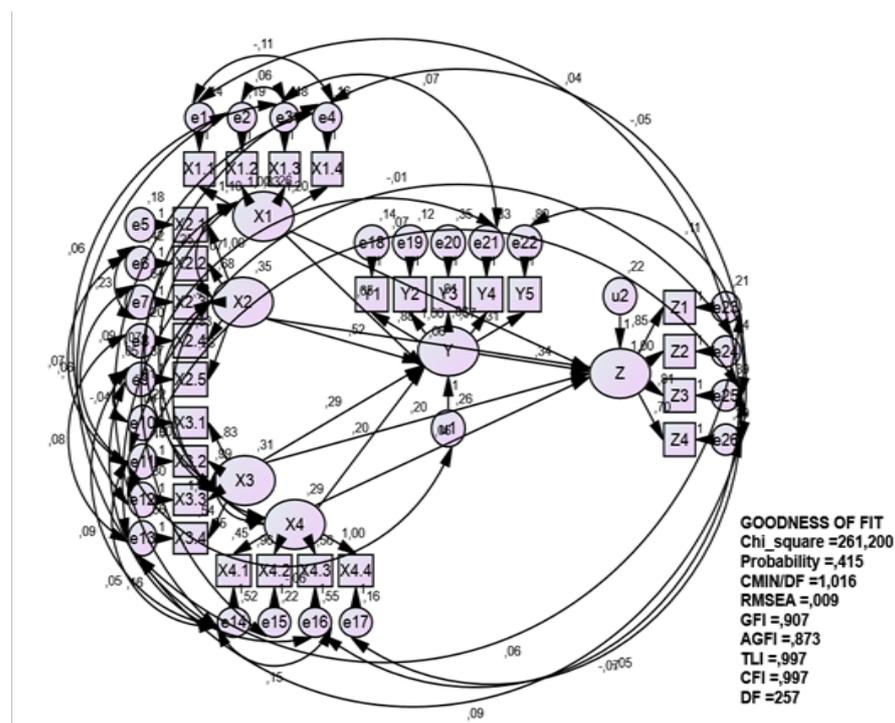


Figure 1: Measurement of Variable Relationship Models for Final SEM

The results of the model test presented in Figure 1 are evaluated based on the goodness of fit indices in Table 10 below with the model criteria and critical values presented which have data suitability.

Table 10: Goodness of Fit Indices Overall Model

Goodness of fit index	Cut-off Value	Early Stage Model Results	Description	Final Stage Model Results	Description
Chi_Square	Expected Small	479.946	Marginal	261.200	Good
Probability	≥ 0.05	0.000	Marginal	0.415	Good
CMIN/DF	≤ 2.00	1.690	Good	1.016	Good
RMSEA	≤ 0.08	0.060	Good	0.009	Good
GFI	≥ 0.90	0.838	Marginal	0.907	Good
AGFI	≥ 0.90	0.800	Marginal	0.873	Marginal
TLI	≥ 0.94	0.862	Marginal	0.997	Good
CFI	≥ 0.94	0.879	Marginal	0.997	Good
Df		284		257	

After modifying the model, in the final stage, it shows that there are seven goodness of fit indices criteria that have met the criteria or according to the cut off value criteria, so that the model can be said to have met the goodness of fit indices criteria for analysis.

4.5. Research Results Analysis

From the overall model, it can be seen that there are seven paths that give a positive and significant direct effect, one path of a negative and significant direct influence. Furthermore, on the indirect influence there are three positive and significant paths, while the other two paths are negative and insignificant.

Table 11: Testing the Direct Effect and Indirect Effect Hypotheses

HIP	Independent	Intervening	Dependent	Standardize				Description
				Direct Effect	Indirect Effect	Total Effect	P-Value	
1	Transactional Leadership	-	Job satisfaction	0.559	-	0.559	0.003	Positive and Significant
2	Organizational culture	-	Job satisfaction	-0.520	-	-0.520	0.008	Negative and Significant
3	Work Commitment	-	Job satisfaction	0.270	-	0.270	0.006	Positive and Significant
4	Compensation	-	Job satisfaction	0.182	-	0.182	0.042	Positive and Significant
5	Transactional Leadership	-	Performance	0.205	-	0.205	0.035	InSignificant
6	Organizational culture	-	Performance	-0.068	-	-0.068	0.720	InSignificant
7	Work Commitment	-	Performance	0.204	-	0.204	0.027	Positive and Significant
8	Compensation	-	Performance	0.198	-	0.198	0.032	Positive and Significant
9	Job satisfaction	-	Performance	0.371	-	0.371	0.000	Positive and Significant
10	Transactional Leadership	Job satisfaction	Performance	-	0.208	0.413	-	Positive

11	Organizational culture	Job satisfaction	Performance	-	-0.103	-0.171	-	Negative
12	Work Commitment	Job satisfaction	Performance	-	0.149	0.353	-	Positive
13	Compensation	Performance	Performance	-	0.189	0.387	-	Positive

4.6. Discussion

Alignments or theory of alignments was put forward by Mintzberg (2010) that the virtue of transactional leadership is that leaders always take sides with their subordinates. Leaders always offer ways or methods to direct, move and influence their subordinates to always come together to achieve alignments with common goals. The theory of assertiveness or assertiveness theory put forward by Robbins (2007) that authoritative leadership always offers a leader who firmly applies the policies and rules that apply in bringing his subordinates to realize the expected satisfaction. This theory supports and is very relevant to the interests of transactional leadership which has a positive and significant effect on employee job satisfaction. There are similarities between this study and previous research regarding transactional leadership variables on job satisfaction, where previous research that was used as a reference was the research of Andrew and Geoffrey (2010) and Charles and Katherine (2007). Judging from the variables studied, namely transactional leadership as an independent variable or exogenous variable and job satisfaction as the dependent variable. Judging from the research method that uses quantitative research with AMOS SEM analysis tools. Another similarity is the job satisfaction indicator which refers to Herzberg's theory. In addition to similarities, this study also has differences with previous studies. The difference lies in the object of research, Andrew and Geoffrey's research on the object of company employees, and Charles and Katherine on the object of the customer. Meanwhile, the object of this research is government employees. The next difference is in the size of the population and sample studied as well as in the findings of the research, where in previous studies the transactional leadership variable had a negative and significant effect on job satisfaction, while in this study the leadership variable had a positive and significant effect on job satisfaction, so this is which is the update of this research between previous studies.

Organizational orientation that organizational orientation is always realized along with the institutionalization of organizational culture and the fulfillment of job satisfaction. This theory will improve the application of organizational culture carried out by employees so that they are able to carry out work activities oriented towards realizing job satisfaction. Work orientation is an important thing for employees to become a habit in organizational culture in order to realize job satisfaction. Work commitment is on the achievements of the organization. This indicates that prospective work commitments always consider aspects of organizational achievements to be maintained and improved in order to increase employee job satisfaction. In fact, this theory is related to the application of work commitments in accordance with prospective commitments to make organizations that excel or maintain organizational achievements in accordance with the level of job satisfaction of members of the organization as well as the perspective commitment of an employee who is always committed to improving performance or maintaining achievements that have been achieved. government organizations in order to increase employee job satisfaction. The welfare theory put forward by Gomes in 2013 that the provision of compensation strongly supports increasing income to improve the welfare of someone who works in an organization. This gives its own meaning for an employee to always be enthusiastic in working to get proper compensation as income from work that aims to improve one's welfare. The importance of compensation is an increase in income in order to realize welfare as a manifestation of the fulfillment of employee job satisfaction.

Transaction theory or performance transaction theory was put forward by Gibson in 2004 that a leader always makes performance transactions to his subordinates. The advantages of a leader always provide innovation and challenges to his subordinates to transact work by making performance as an assessment to see the success of leaders and subordinates at work. This theory inspires an organization to always understand the importance of a leader with transactional leadership offered to subordinates to jointly improve organizational performance. In relation to previous research, there are similarities and differences with this study. The similarity between this research and previous research regarding

transactional leadership variables on performance, where previous research that was used as a reference was the research of Andrew and Geoffrey (2010) and Charles and Katherine (2007). Organizational culture determination put forward by Terry in 2011 that organizational culture has always been the basic philosophy to be used as an important determination to improve the performance of each member. This theory improves the influence of negative organizational culture into positive, which provides an understanding for employees to pay attention to the determination that affects organizational culture which is developed to continuously improve employee performance. The determination in question is in the form of integrity, self-identity, responsibility, discipline and result orientation.

Theory of consistency of commitment by Muller in 2001 states that determination and clarity in commitment determines organizational performance. This means that in applying this theory, every organization must have consistency in committing to seek and improve organizational performance. Through optimal consistency of commitment, each member of the organization has a total commitment to advancing the organization, complying with organizational rules, realizing organizational goals and making the organization excel according to the achievement of organizational members' performance. This has a relationship to maintain a positive and significant effect of work commitment on improving performance. Through this theory, it is hoped that the work commitment carried out by every employee with a strong commitment consistency will still have a positive and significant impact on improving employee performance. The theory of distribution justice or distribution justice theory was put forward by Thomas in 2005 that the justice felt by a person at work is determined by the amount of compensation received based on performance. This theory becomes a supporting theory to see the importance of giving compensation to employees who are carried out fairly based on performance achievement. This means that compensation must be based on fairness to improve employee performance. In relation to previous research, there are similarities and differences with this study. Benefit theory proposed by Armstrong in 2000 that job satisfaction always provides benefits to the realization of performance. That is, people who work with satisfying work results are able to provide benefits for the resulting performance. Satisfaction and performance achieved is always beneficial for individuals and organizations. This theory supports the positive and significant effect of job satisfaction on performance. The theory of transcendent leadership was put forward by Stephen in 2007 that transcendent leadership is leadership that is strongly influenced by external and internal factors in realizing the goals of the leader to his subordinates. Transcendent leadership is influenced by the ability of a leader to carry out transactional transactions from his leadership in directing subordinates to achieve job satisfaction and influencing subordinates to always improve their performance. This transcendent leadership theory is a theory oriented towards the determinants of the realization of transactional leadership offered by the leadership to subordinates to achieve job satisfaction and increase performance. In relation to previous research, there are similarities and differences with this study. Previous research that is used as a reference is the research of Andrew and Geoffrey (2010) and Charles and Katherine (2007).

5. Conclusion

Implement transactional leadership to realize employee job satisfaction. Strive to improve and increase the actualization of organizational culture consequently in realizing employee job satisfaction. Actualizing organizational commitment that is oriented towards increasing employee job satisfaction. Provide appropriate and appropriate compensation according to the employee's perceived job satisfaction. Actualize transactional leadership oriented to improving employee performance. Improving and revamping the organizational culture by instilling strong philosophical values to improve employee performance. Maintaining organizational commitment that supports improvements in employee performance. Increase the provision of compensation according to the achievement of employee performance. Actualizing job satisfaction oriented to improving employee performance. Actualizing transactional leadership through the realization of job satisfaction to improve employee performance. Improve organizational culture and improve the fulfillment of job satisfaction to improve employee performance. Maintaining a strong organizational commitment through the

fulfillment of job satisfaction oriented to improving employee performance. Increasing the provision of appropriate compensation and realizing employee job satisfaction according to the feasibility and appropriateness to improve employee performance.

References

- Abdelzاهر, D., Latheef, Z., & Abdelzاهر, A. (2017). Recovering from conflict and uncertainty post Arab Spring. *International Journal of Conflict Management*, 28(2), 222–244. <https://doi.org/10.1108/IJCMA-02-2016-0005>
- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9), e04829. <https://doi.org/https://doi.org/10.1016/j.heliyon.2020.e04829>
- Anas, I., & Hamzah, S. R. (2020). Predicting career adaptability of fresh graduates through personal factors. *European Journal of Training and Development*, ahead-of-p(ahead-of-print). <https://doi.org/10.1108/EJTD-02-2020-0023>
- Blickle, G., Kückelhaus, B. P., Kranefeld, I., Schütte, N., Genau, H. A., Gansen-Ammann, D.-N., & Wihler, A. (2020). Political skill camouflages Machiavellianism: Career role performance and organizational misbehavior at short and long tenure. *Journal of Vocational Behavior*, 118, 103401. <https://doi.org/https://doi.org/10.1016/j.jvb.2020.103401>
- Chiaburu, D., Oh, I.-S., Stoverink, A. C., Park, H. (Hailey), Bradley, C., & Barros-Rivera, B. A. (2021). Happy to help, happy to change? A meta-analysis of major predictors of affiliative and change-oriented organizational citizenship behaviors. *Journal of Vocational Behavior*, 103664. <https://doi.org/https://doi.org/10.1016/j.jvb.2021.103664>
- Edgar, F., Geare, A., Zhang, J. A., & McAndrew, I. (2015). Mutual gains or conflicting outcomes? How HRM benefits professionals. *International Journal of Manpower*, 36(8), 1248–1265. <https://doi.org/10.1108/IJM-12-2014-0254>
- Famiyeh, S., Asante-Darko, D., & Kwarteng, A. (2018). Service quality, customer satisfaction, and loyalty in the banking sector. *International Journal of Quality & Reliability Management*, 35(8), 1546–1567. <https://doi.org/10.1108/IJQRM-01-2017-0008>
- Fernando, G. D., Jain, S. S., & Tripathy, A. (2020). This cloud has a silver lining: Gender diversity, managerial ability, and firm performance. *Journal of Business Research*, 117, 484–496. <https://doi.org/https://doi.org/10.1016/j.jbusres.2020.05.042>
- Hoff, K. A., Song, Q. C., Wee, C. J. M., Phan, W. M. J., & Rounds, J. (2020). Interest fit and job satisfaction: A systematic review and meta-analysis. *Journal of Vocational Behavior*, 123, 103503. <https://doi.org/https://doi.org/10.1016/j.jvb.2020.103503>
- Hsiao, J. P.-H., Jaw, C., Huan, T.-C. (T. C.), & Woodside, A. G. (2015). Applying complexity theory to solve hospitality contrarian case conundrums. *International Journal of Contemporary Hospitality Management*, 27(4), 608–647. <https://doi.org/10.1108/IJCHM-11-2013-0533>
- Hwang, W. J., & Park, E. H. (2022). Developing a structural equation model from Grandey's emotional regulation model to measure nurses' emotional labor, job satisfaction, and job performance. *Applied Nursing Research*, 64, 151557. <https://doi.org/https://doi.org/10.1016/j.apnr.2021.151557>
- Jeha, H., Knio, M., & Bellos, G. (2022). The Impact of Compensation Practices on Employees' Engagement and Motivation in Times of COVID-19. In S. B. T.-C.-19: T. G. P. through S. and S. T. Chatterjee (Ed.), *COVID-19: Tackling Global Pandemics through Scientific and Social Tools* (pp. 131–149). Academic Press. <https://doi.org/10.1016/b978-0-323-85844-1.00004-0>
- Kim, S. J., & Chung, E. K. (2019). The effect of organizational justice as perceived by occupational drivers on traffic accidents: Mediating effects of job satisfaction. *Journal of Safety Research*, 68, 27–32. <https://doi.org/https://doi.org/10.1016/j.jsr.2018.11.001>
- Limaj, E., & Bernroider, E. W. N. (2019). The roles of absorptive capacity and cultural balance for exploratory and exploitative innovation in SMEs. *Journal of Business Research*, 94(September 2016), 137–153. <https://doi.org/10.1016/j.jbusres.2017.10.052>
- Mixdorf, J. C., Murali, D., Xin, Y., DiFilippo, A. H., Aluicio-Sarduy, E., Barnhart, T. E., Engle, J. W., Ellison, P. A., & Christian, B. T. (2021). Alternative strategies for the synthesis of [11C]ER176 for PET imaging of neuroinflammation. *Applied Radiation and Isotopes*, 178, 109954. <https://doi.org/https://doi.org/10.1016/j.apradiso.2021.109954>
- Mohd Sharip, S., Awang, M., & Ismail, R. (2022). The effect of motivating language and management effectiveness: empirical evidence from institutions in Malaysia. *Journal of Islamic Accounting and Business Research*,

- 13(2), 220–241. <https://doi.org/10.1108/JIABR-03-2020-0079>
- Nguyen, T. D., Chou, S. Y., Blankson, C., & Wilson, P. (2019). The invisible identity in a visible world: how religiosity mediates consumer culture and the marketplace. *Journal of Product and Brand Management*, 29(1), 15–30. <https://doi.org/10.1108/JPBM-10-2018-2066>
- Omotehinse, A. O., & De Tomi, G. (2020). Managing the challenges of obtaining a social license to operate in the pre-mining phase: A focus on the oil sands communities in Ondo State, Nigeria. *World Development Perspectives*, 18, 100200. <https://doi.org/https://doi.org/10.1016/j.wdp.2020.100200>
- Othman, A., & Wanlabe, N. (2012). Teachers' perspectives on leadership practices and motivation in Islamic private schools, Southern Thailand. *Asian Education and Development Studies*, 1(3), 237–250. <https://doi.org/10.1108/20463161211270464>
- Pan, A., Wu, Q., & Li, J. (2022). External fairness of executive compensation, institutional investor and M&A premium. *Nankai Business Review International*, 13(1), 79–99. <https://doi.org/10.1108/NBRI-05-2021-0035>
- Potnuru, R. K. G., Sahoo, C. K., & Sharma, R. (2019). Team building, employee empowerment and employee competencies. *European Journal of Training and Development*, 43(1/2), 39–60. <https://doi.org/10.1108/EJTD-08-2018-0086>
- Reynolds, J. (2005). You Get Paid for that?: Job and Establishment Level Variations in the Use of Incentive Compensation. In V. Smith (Ed.), *Worker Participation: Current Research and Future Trends* (Vol. 16, pp. 117–149). Emerald Group Publishing Limited. [https://doi.org/10.1016/S0277-2833\(06\)16005-7](https://doi.org/10.1016/S0277-2833(06)16005-7)
- San Lam, C., & O'Higgins, E. R. E. (2012). Enhancing employee outcomes. *Leadership & Organization Development Journal*, 33(2), 149–174. <https://doi.org/10.1108/01437731211203465>
- Sanz-Valle, R., & Jiménez-Jiménez, D. (2018). HRM and product innovation: does innovative work behaviour mediate that relationship? *Management Decision*, 56(6), 1417–1429. <https://doi.org/10.1108/MD-04-2017-0404>
- Singh, R., & Singh, R. (2012). Karma orientation in boundary spanning sales employees. *Journal of Indian Business Research*, 4(3), 140–157. <https://doi.org/10.1108/17554191211252662>
- Suong, H. T. T., Thanh, D. D., & Dao, T. T. X. (2019). The Impact of Leadership Styles on the Engagement of Cadres, Lecturers and Staff at Public Universities - Evidence from Vietnam. *The Journal of Asian Finance, Economics and Business*, 6(1), 273–280. <https://doi.org/10.13106/jafeb.2019.vol6.no1.273>
- Taba, M. I. (2018). Mediating effect of work performance and organizational commitment in the relationship between reward system and employees' work satisfaction. *Journal of Management Development*, 37(1), 65–75. <https://doi.org/10.1108/JMD-11-2016-0256>
- Taghipour, A., & Dejbani, R. (2013). Job Performance: Mediate Mechanism of Work Motivation. *Procedia - Social and Behavioral Sciences*, 84, 1601–1605. <https://doi.org/10.1016/j.sbspro.2013.06.796>
- Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. *International Journal of Hospitality Management*, 85, 102431. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.102431>
- Tang, A. D., Chang, M.-L., Wang, T.-H., & Lai, C.-H. (2020). How to create genuine happiness for flight attendants: Effects of internal marketing and work-family interface. *Journal of Air Transport Management*, 87, 101860. <https://doi.org/https://doi.org/10.1016/j.jairtraman.2020.101860>
- Tsai, P. C.-F., Yen, Y.-F., Huang, L.-C., & Huang, I.-C. (2007). A study on motivating employees' learning commitment in the post-downsizing era: Job satisfaction perspective. *Journal of World Business*, 42(2), 157–169. <https://doi.org/https://doi.org/10.1016/j.jwb.2007.02.002>
- Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, 45, 10–22. <https://doi.org/https://doi.org/10.1016/j.jhtm.2020.07.002>
- Wong, A. K. F., Kim, S. (Sam), Kim, J., & Han, H. (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences. *International Journal of Hospitality Management*, 93, 102798. <https://doi.org/https://doi.org/10.1016/j.ijhm.2020.102798>
- Zacharatos, A., Sandy Hershcovis, M., Turner, N., & Barling, J. (2007). Human resource management in the North American automotive industry. *Personnel Review*, 36(2), 231–254. <https://doi.org/10.1108/00483480710726127>
- Zhang, L., Cao, T., & Wang, Y. (2018). The mediation role of leadership styles in integrated project collaboration: An emotional intelligence perspective. *International Journal of Project Management*, 36(2), 317–330. <https://doi.org/https://doi.org/10.1016/j.ijproman.2017.08.014>
- Zhang, X., Ma, L., Xu, B., & Xu, F. (2019). How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China. *Information & Management*, 56(6), 103136. <https://doi.org/https://doi.org/10.1016/j.im.2018.12.004>

