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Charismatic Leadership, Compensation, And Individual Characteristics On Employee Performance By Intervening Job Satisfaction At CV Juke Abadi Sidoarjo

Eko Pristiwanto¹⁾, Vera Firdaus²⁾ Sumartik³⁾

¹⁾ Program Studi Manajemen, Universitas Muhammadiyah Sidoarjo, Indonesia

²⁾ Program Studi Manajemen, Universitas Muhammadiyah Sidoarjo, Indonesia

³⁾ Program Studi Manajemen, Universitas Muhammadiyah Sidoarjo, Indonesia *

Corresponding Author Email : verafirdaus@umsida.ac.id

Abstract. The purpose of this study was to determine the effect of compensation, charismatic leadership style, and individual characteristics on employee performance with job satisfaction as mediation. The research method uses a descriptive quantitative approach, with the main source of questionnaire data, which is analyzed using Partial Least Square (PLS) through SmartPLS 3 software. The population used is all non-managerial employees at CV Juke Abadi Sidoarjo, with a total sampling technique, so obtained 60 respondents. The results of the study prove that compensation has a effect on performance. Compensation affects employee. Compensation mediated by job satisfaction is affect performance. Charismatic leadership style influences performance. Leadership style has an effect on job satisfaction. Charismatic leadership style also affect employee performance if it is mediated by job satisfaction. Individual characteristics have a significant effect of 25% on performance, and affect job satisfaction. Individual characteristics mediated by job satisfaction also affect employee performance.

Keywords - compensation, charismatic leadership, Individual characteristics, job satiffaction, work performance

Abstrak. Tujuan penelitian ini adalah untuk mengetahui pengaruh kompensasi, gaya kepemimpinan karismatik, dan karakteristik individu terhadap kinerja pegawai dengan kepuasan kerja sebagai mediasi. Metode penelitian menggunakan pendekatan deskriptif kuantitatif, dengan sumber utama data kuesioner yang dianalisis menggunakan Partial Least Square (PLS) melalui software SmartPLS 3. Populasi yang digunakan adalah seluruh karyawan non manajerial pada CV Juke Abadi Sidoarjo, dengan teknik total sampling sehingga diperoleh 60 responden. Hasil penelitian membuktikan bahwa kompensasi berpengaruh terhadap kinerja. Kompensasi mempengaruhi karyawan. Kompensasi yang dimediasi oleh kepuasan kerja berpengaruh terhadap kinerja. Gaya kepemimpinan karismatik berpengaruh terhadap kinerja. Gaya kepemimpinan berpengaruh terhadap kepuasan kerja. Gaya kepemimpinan karismatik juga berpengaruh terhadap kinerja karyawan jika dimediasi oleh kepuasan kerja. Karakteristik individu mempunyai pengaruh signifikan sebesar 25% terhadap kinerja, dan mempengaruhi kepuasan kerja. Karakteristik individu yang dimediasi oleh kepuasan kerja juga mempengaruhi kinerja karyawan.

Kata Kunci – Kompensasi, gaya kepemimpinan karismatik, karakteristik individu, kepuasan kerja, kinerja karyawan

II. INTRODUCTION

Human assets are a significant and important component for an organization and are the main reason for achieving business goals or objectives set by the organization. This human element has developed into a special field of science to study how to organize a special field of science to study how to manage the process of utilizing human resources effectively and efficiently to achieve certain goals and provide satisfaction for all parties. [1]

Considering that food businesses are a subsystem of the community's food framework, the link between food businesses and different subsystems is also very vital in supporting food trends. The food business in the implementation of the local food industry has a great opportunity to contribute dynamically to parts of the local environment. One of the most interesting food businesses in the surrounding area. [2]

CV Juke Abadi is a Tofu Industry located in Buduran District, Sidoarjo Regency with 60 employees with the following details.

Table 1. Characteristics of Respondent

Gender	Respondent	Percentage
Men	48	80 %
Women	12	20 %
	60	100 %

Compensation has a positive influence on employee performance, Job Satisfaction, and compensations have a positive significant influence on work performance, and individual characteristics have insignificant influence on work performance, which has meaning that job satisfaction and compensation have a positive influence on employee performance. Compensation has a negative effect on employee performance, characteristics and leadership style have a positive effect on employee performance. [3][4]

In this research, researchers show that there is a gap between theory and the results of previous research (research gap). Compensation is an important factor for companies because compensation can attract, maintain and retain workers and encourage workers to be more productive. [5] In general, the aim of compensation management is to help the company achieve the company's strategic success goals and ensure the creation of internal and external justice. Having fair compensation can encourage employee performance to be optimal. This theory is supported by research showing that there is an influence of compensation on employee performance. [6] However, other researcher shows that compensation has a negative effect on employee performance. [7]

Leadership style refers to an individual's ability to influence other people, in this case subordinates, so that they are willing to fulfill the leader's aspirations, even if they do not personally like them. [5] This theory is supported research that leadership style has a positive effect on employee performance. [7] Apart from that, other researcher that a good charismatic leadership will influence employee performance, making work more productive. [8] However, another researcher states that leadership style has no effect on performance; This means that whether the leadership style is good or bad will not cause changes in employee performance. [6]

Individual characteristics are a person's innate characteristics that can be changed by the environment or education, describing the characteristics inherent in a person in his life, especially in acting and behaving. [9] This theory is supported which proves that good and positive individual characteristics will improve employee performance. [11][11] However, another researcher states that individual characteristics have a negative and insignificant effect on employee performance. [12]

Job satisfaction is the emotional attitude of enjoying and loving your job. This attitude is reflected in your work ethic, discipline, and job performance. [9] Job satisfaction can be achieved at work, outside of work, and through a combination of internal and external work. This improves employee performance and increases job satisfaction. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. High job satisfaction can increase employee productivity and employee performance. This theory is in line with research which proves that positive job satisfaction can affect employee performance levels. [13][14][10] However, this is not in line with

other research which states that job satisfaction has a positive influence on performance but does not have a significant effect.[15]

on employee performance.

Based on empirical studies, gaps in previous research results were found. evidence gap emphasizes the gap in research evidence, as a benchmark for the existence of differences is a general fact that is commonplace. So this research uses the evidence gap from existing theories.[16]

Based on the supporting theories in the background of this problem, the researcher is interested in taking the title The Influence of Compensation, Leadership Style, and Individual Characteristics on Employee Performance with Job Satisfaction as a Mediating Variable at CV Juke Abadi Sidoarjo.

This research aims to find out the influence of compensation on employee performance. The influence of Leadership Style on Employee Performance. The influence of individual characteristics on employee performance. The influence of compensation on job satisfaction. The influence of leadership style on job satisfaction. The influence of personal characteristics on job satisfaction in CV Juke Abadi. The impact of job satisfaction on employee performance. The influence of rewards on employee performance through job satisfaction variables. The influence of leadership style on employee performance using job satisfaction variables. The influence of individual characteristics on employee performance with the variable Job Satisfaction at CV Juke Abadi.

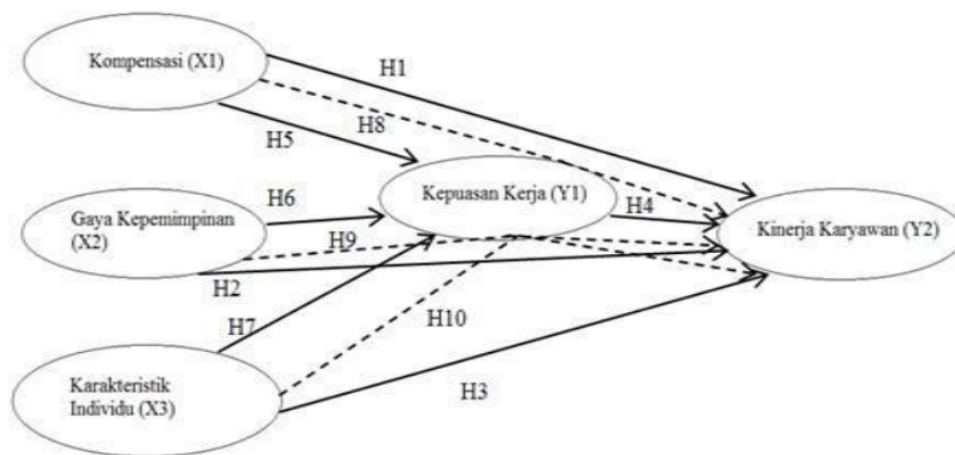


Figure 1. Conceptual Framework

III. METHODOLOGY

In this study using a quantitative approach, namely research whose data analysis is strongly influenced by the variables analyzed. This type of research uses a descriptive quantitative approach method. The primary data source is a questionnaire consisting of 21 questions. The questionnaire is then analyzed using the Smart PLS 3 Software. PLS-SEM

The design used is an explanatory format, because the research explains why symptoms, events or phenomena occur. Based on the assumption that symptoms, events or phenomena do not stand alone, there must be a cause. The explanatory format explains the relationship, differences and influence of one variable on other variables.[17]

Meanwhile, the data sources used in this research use primary data sources and secondary data

1. Primary data, data obtained and originating from research objects, data obtained directly from research objects and obtained through questionnaires obtained from CV Juke Abadi employees.
2. Secondary data, data that has a supporting function aimed at strengthening the acquisition of data from libraries owned by the company relating to employee data.

Data collection techniques are the methods used to collect data and other information in research. The data collection techniques in this research are as follows Questionnaire which based on the approach between estimation scale and information assortment strategy, information can be obtained from opinion polls. Considering the relationship between respondents and the responses provided, the proposed survey is direct and closed-ended, planning to give respondents the ability to adapt to answer questions. It has five degrees of weight score options, two pieces of information for the independent factor or variable X and the dependent variable or variable Y. [17]

This research was conducted at CV Juke Abadi, Banjar Kemantren Village, Buduran District, Sidoarjo Regency.

The object of research is employees with a contract work system. In accordance with the research objectives, the sampling technique used was total sampling so that the number of respondents was 60 non-managerial employees of CV Juke Abadi Sidoarjo..

IV. RESULT AND DISCUSSION

Result

Evaluation of measurement model (external model). It is conducted to assess the validity and reliability of the model. The external model with reflective indicators was evaluated by convergent and discriminant validity, composite reliability and Cronbach alpha.

Convergent validity testing using reflective indicators can be identified by the loading coefficient value of each constituent indicator with an expected value of 0.7. The average variance extracted (AVE) value must be greater than 0.5. However, loading factor values of 0.5 to 0.6 are still considered sufficient for studies in the early stages of measurement scale development [18] The following is the result of the convergent validity test.)

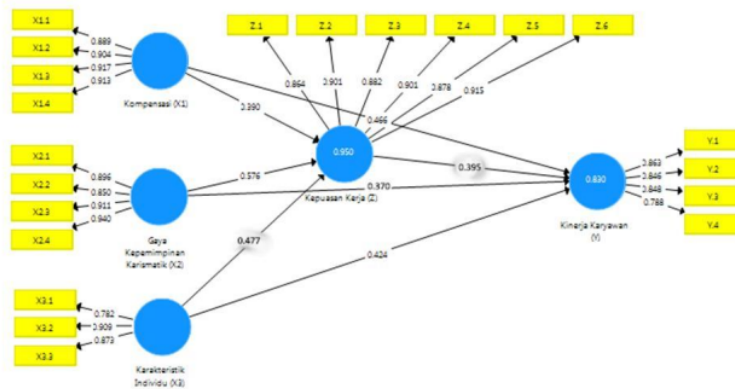


Figure 2. Structural Model (Inner Model)

Based on the results of data processing, it shows that all outer loading values already have values above 0.70, so that the data meets convergent validity because all are above 0.70. Next is the data reliability test. Reliability testing is conducted to demonstrate the accuracy, consistency, and precision of the instrument in its measurement structure. Construct reliability can be determined in two ways: Cronbach's alpha reliability and composite reliability. A construct is considered reliable if the Cronbach's alpha or composite reliability value is greater than 0.7. Following are the results of the composite reliability test:

Table 2. Reliability Test

Variable	Respondent	Cronbach Alpha	Composite Reability
Compensation	0.927	0.928	0.948
Charismatic Leadership Style	0.921	0.924	0.945
Individual Characteristics	0.815	0.816	0.891
Job Satisfaction	0.948	0.949	0.958
Employee Performance	0.858	0.866	0.903

Based on the results of the data in table 2, cronbach's alpha and composite reliability are good for all variables/constructs with values above 0.70. Shows that it has fulfilled Reliability so that it can be concluded that all variables have good reliability.

Evaluation of the Structural Model (Inner Model). Aims to predict R-Square. The R-Square value is used to explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. Category values 0.75 - 100, 0.50 - 0.75 and 0.25 - 0.50 indicate a model (strong, moderate, and weak).

Table 3. R-Square

Dependent Variable	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0.950	0.947
Employee Performance (Y)	0.830	0.818

From the data in Table 3 above, R squared value for the job satisfaction variable (Z) is 0.950 (strong model). This explains that the influence of the percentage of compensation (X1), charismatic leadership style (X2), individual characteristics (X3) on job satisfaction (Z) is 95.0%, while 5.0% is influenced by other variables outside of those studied. Then for the R-Square value obtained from the productivity variable (Y) of 0.830, it indicates a strong model. The acquisition of this value explains that the influence of the percentage of compensation variables (X1), charismatic leadership style (X2), individual characteristics (X3) on employee performance (Y) is 83.0%, while 17.0% is influenced by other variables outside of those studied.

The direct effect (direct effect) and indirect (indirect effect) hypothesis test in This study was conducted using T statistics and P values. The research hypothesis can be declared accepted/impacted if the T statistics value is greater than 1.96 and the P value is:

Table 4. Dirrect Effect

Variable	T Statistics (O/STDEV)	P Values
Compensation (X1) -> Employee performance (Y)	1.975	0.049
Charismatic Leadership Style (X2) -> Employee performance (Y)	1.970	0.049
Individual Characteristics (X3) -> Employee performance (Y)	3.092	0.002
Job Satisfaction (Z) -> Employee performance (Y)	2.299	0.011
Compensation (X1) -> Job Satisfaction (Z)	4.964	0.000
Charismatic Leadership Style (X2) -> Job Satisfaction (Z)	5.867	0.000
Individual Characteristics (X3) -> Job Satisfaction (Z)	2.037	0.042

Based on table 4, the results of direct hypothesis testing or the direct effect in this study are:

- 1) The effect of compensation (X1) on employee performance (Y) produces a T-Statistical value of 1.975 which is greater than (T Table 1.96) and P Values of 0.049 which is smaller than the significance level of 0.05. Compensation (X1) has an effect on employee performance variables (Y). The percentage of influence of individual characteristic variables (X1) on employee performance variables (Y) is 28.6%, (the fourth hypothesis is accepted).
- 2) Charismatic leadership style (X2) on employee performance (Y) produces a T-statistic value of 1.970 and a P value of 0.049. Charismatic leadership style (X2) has no effect on employee performance (Y). The effect of job characteristics (X2) on employee performance (Y) is 15.2%, (the fifth hypothesis is accepted).
- 3) Individual characteristics (X3) affect employee performance (Y) resulting in a T-Statistical value of 3.092 and P Values of 0.002. Individual characteristics (X3) affect employee performance (Y). The effect of individual characteristics (X3) on employee performance (Y) is 25.1%, (the sixth hypothesis is accepted).
- 4) Job satisfaction (Z) affects employee performance (Y) with a T-Statistical value of 2.299 and P Values of 0.011. Job satisfaction (Z) affects performance (Y), with an influence percentage of 22.5% (the seventh hypothesis is accepted).
- 5) The effect of compensation (X1) on job satisfaction (Z) produces a T-Statistical value of 4.964, and P Values of 0.000. Compensation (X1) has an effect on job satisfaction (Z), with an influence percentage of 39% (the fourth hypothesis is accepted).
- 6) The effect of charismatic leadership style (X2) on job satisfaction (Z) produces a T-Statistical value of 5.867, and P Values of 0.000. Charismatic leadership style (X2) influences job satisfaction variable (Z), with an influence percentage of 11.0% (the fifth hypothesis is accepted).
- 7) Individual characteristics (X3) affect job satisfaction (Z) with a T-Statistical value of 2.037, and P Values of 0.042. Individual characteristics (X3) have no effect on job satisfaction variable (Z). The percentage of influence of individual characteristics (X3) on job satisfaction (Z) is 22.4% (the sixth hypothesis is accepted).

Next are the results of indirect hypothesis testing, from the Specific Indirect Effect in this study through the measurement of the inner model as follows:

Table 5. Indirect Effect

Variable	⁸ T Statistics (O/STDEV)	P Values
Compensation (X1) -> Job Satisfaction (Z)-> Employee performance	4.964	0.000
Charismatic Leadership Style (X2) -> Job Satisfaction (Z) -> Employee performance	5.867	0.000
Individual Characteristics (X3) -> Job Satisfaction (Z) -> Employee performance	2.037	0.042

Based on table 5, it can be seen the results of hypothesis testing indirectly or in this study:

- 8) The effect of compensation (X1) on employee performance (Y) mediated by job satisfaction (Z) produces a T-Statistical value of 2.962, and P Values of 0.009. Compensation (X1) has no effect on performance (Y) even though it is mediated by job satisfaction (Z), with an influence percentage of 20.1% (the eighth hypothesis is accepted).
- 9) Charismatic leadership style (X2) influences performance (Y) which is mediated by job satisfaction (Z) resulting in a T-Statistical value of 1.968, and P Values of 0.049. Charismatic leadership style (X2) has no effect on employee performance (Y) even though it is mediated by job satisfaction (Z), with an influence percentage of 7.5% (the ninth hypothesis is accepted).
- 10) Individual characteristics (X3) have an effect on performance (Y) mediated by job satisfaction (Z) resulting in a T-Statistical value of 2,962, P Values 0,004 Individual characteristics (X3) have no effect on performance (Y) mediated by job satisfaction (Z), with a percentage of influence of 18.8% (the tenth hypothesis is accepted).

Discussion

First Finding: Compensation is proven to improve employee performance. Wages received by employees as remuneration for their work can increase work results, both in quantity and quality. This is in line with the theoretical implications research [19][20][21] The biggest contribution to the direct compensation indicator. and supported by respondents' answers, most of whom agree that health benefits are the most influential compensation for employee performance.

Second Finding: Charismatic leadership style affects employee performance. Leaders who have good charisma will be imitated by their subordinates, can direct employees to improve work results. Empirical studies that are in line with the results of this study. [22][8] Environmental sensitivity indicators contribute the most in influencing performance.

Third Finding: Individual characteristics affect employee performance, this proves that employees who have good traits and attitudes can improve the quality and quantity of employee performance. Empirical studies that are in line with this research, [23][11][10] The employee attitude indicator has the greatest influence on employee performance.

Fourth Finding: Job satisfaction affects employee performance, this proves the positive attitude of employees towards work, the conditions received and expectations that should be received can improve employee work results, both in quantity and quality. Empirical studies that are in line with this research, [13][21]. Indicators of employees who enjoy their work contribute the most in influencing performance.

Fifth Finding: Compensation affects job satisfaction, this proves that compensation received by employees as compensation for work affect employee attitudes about what is received and what expectations should be received. Empirical studies that are in line with this research, [24] [25]), but not compatible with another researcher [26]. The biggest contribution to the direct compensation indicator is health benefits.

Sixth Finding: Charismatic leadership style affects performance. This proves that a leader who is charismatic and imitated by his subordinates can influence employee attitudes about what is accepted and what expectations should be received. Empirical studies that are in line with this research, [8]. Environmental sensitivity indicators contribute the most in influencing performance.

Seventh Finding: Individual characteristics affect job satisfaction, this proves that individual characteristics have a significant influence on employee job satisfaction in a positive direction. This proves that employees who have good traits and attitudes can influence employee attitudes about what is accepted and what expectations should be received. Empirical studies that are in line with the results of this study, among others [27][7]. The employee attitude indicators have the highest influence in influencing employee performance

Eighth Finding: Job satisfaction-mediated compensation affects performance. This proves that the wages received by employees as compensation for their work increases a positive attitude towards their work so that they can increase the work output of CV Juke Abadi employees both in quantity and quality. Empirical studies that are in line with these results include compensation indicators, direct and indirect compensation can improve performance. [28][29]

Ninth Finding: Charismatic leadership style mediated by job satisfaction affects employee performance. This proves the ability of leaders who have good charisma and are imitated by their subordinates will have an impact on attitudes and employees towards work indirectly increasing employee work results. Empirical studies that are in line with the results of this study, [22], and not compatible with another researcher [30] Indicators of environmental sensitivity and employees who enjoy their work contribute the most in influencing performance.

Tenth finding: Individual characteristics are mediated by job satisfaction influencing employee performance. This proves that employees who have good character and attitude can improve the attitude pattern that will be applied to their work. Empirical studies that are in line with the results of this study. [31]

V. CONCLUSION

In this study, compensation directly and indirectly influence employee performance in a positive direction, charismatic leadership style directly and indirectly influence employee performance in a positive direction, and individual has shown that traits directly or indirectly influence employee performance in a positive direction. Positive, job satisfaction has a positive impact on employee performance.

VI. RECOMMEDATIONS

Based on the results of research and evaluation, the suggestions that can be given by the author are as follows:

1. Resume Management Juke Abadi Sidoarjo should pay attention to compensation, charismatic leadership style, personal characteristics, and job satisfaction. Research shows that compensation, charismatic leadership style, personal characteristics, and job satisfaction have a significant impact on employee performance.
2. Resume Management Juke Abadi should prioritize job satisfaction to increase productivity. This is because job satisfaction supports rewards, charismatic leadership style, and personal characteristics that improve employee performance.
3. We recommend that future research use a different sample or industry type than this study so that it can be used as a comparison and build on this study.

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Conflict of Interest Statement:

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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