**Table 1.** Characteristics of Respondent

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

Sumber : Data Administrasi Pekerja CV Juke Abadi Sidoarjo , Desa Banjar Kemantren, Buduran, Sidoarjo

**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 |
|

Sumber : Data Hasil SmartPLS 3.

**Table 3.** R-Square

|  |  |  |
| --- | --- | --- |
| **Dependent Variable** | **R-Square** | **R-Square Adjusted** |
| Job Satisfaction (Z) | 0.95 | 0.947 |
| Employee Performance (Y) | 0.83 | 0.818 |

Sumber : Data Hasil SmartPLS 3.

**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) | 1.97 | 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 |
| Charismatic Leadership Style (X2) -> Job Satisfaction (Z) | 5.867 | 0 |
| Individual Characteristics (X3) -> Job Satisfaction (Z) | 2.037 | 0.042 |

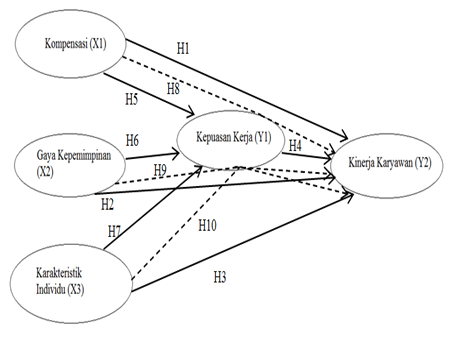
Sumber : Data Hasil SmartPLS 3.

**Table 5.** Indirrect Effect

|  |  |  |
| --- | --- | --- |
| Variable | T Statistics (|O/STDEV|) | P Values |
| Compensation (X1) -> Job Satisfaction (Z)-> Employee performance | 4.964 | 0 |
|
| Charismatic Leadership Style (X2) -> Job Satisfaction (Z) )-> Employee performance | 5.867 | 0 |
| Individual Characteristics (X3) -> Job Satisfaction (Z) )-> Employee performance | 2.037 | 0.042 |

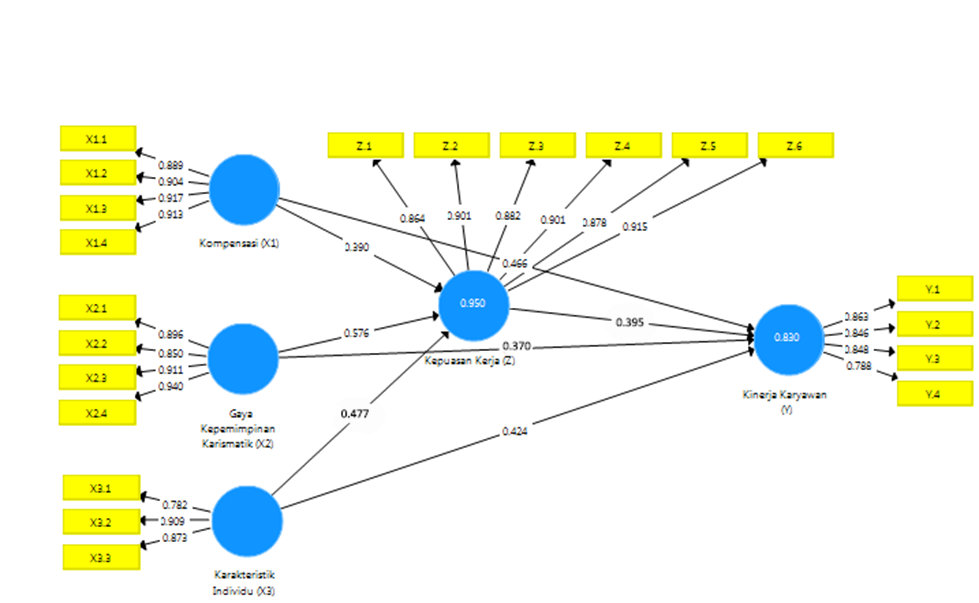
Sumber : Data Hasil SmartPLS 3

**Figure 1.** Conceptual Framework

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Sumber : Data mentah Peta Konseptual

**Figure 2.** Structural Model (Inner Model)

****

Sumber : Data Hasil SmartPLS 3.