

## CHARISMATIC LEADERSHIP, COMPENSATION, AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE BY INTERVENING JOB SATISFACTION

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**Abstract:** The main objective of this study is to evaluate the effect of salary, charismatic leadership style, and individual attributes on employee performance, considering the mediating role of job satisfaction. The main data source of this study is a questionnaire, which is a descriptive quantitative approach. Furthermore, the Partial Least Square (PLS) technique can analyze the collected data through Smart PLS 3 software. This study involved Juke Abadi Sidoarjo employees who were not managers. The total sample method was used to select a sample of 60 respondents. The results showed that compensation has a significant impact on performance. The relationship between compensation and employee satisfaction is also statistically significant. The impact of charismatic leadership style on employee performance can be influenced by job satisfaction. The impact of individual traits on performance is substantial, and also influencing job satisfaction. The performance of employees is influenced by individual traits that are mediated through work satisfaction.

**Keywords:** Compensation, Charismatic Leadership, Individual Characteristics

**Abstrak:** Tujuan utama dari penelitian ini adalah untuk mengevaluasi pengaruh gaji, gaya kepemimpinan karismatik, dan atribut individu terhadap kinerja karyawan, dengan mempertimbangkan peran mediasi kepuasan kerja. Sumber data utama dari penelitian ini adalah kuesioner, yang merupakan pendekatan kuantitatif deskriptif. Selanjutnya, teknik Partial Least Square (PLS) dapat menganalisis data yang terkumpul melalui perangkat lunak Smart PLS 3. Penelitian ini melibatkan karyawan Juke Abadi Sidoarjo yang bukan manajer. Metode total sampel digunakan untuk memilih sampel sebanyak 60 responden. Hasil penelitian menunjukkan bahwa kompensasi berpengaruh signifikan terhadap kinerja. Hubungan antara kompensasi dan kepuasan karyawan juga signifikan secara statistik. Dampak gaya kepemimpinan karismatik terhadap kinerja karyawan dapat dipengaruhi oleh kepuasan kerja. Dampak dari sifat-sifat individu terhadap kinerja cukup besar, dan juga mempengaruhi kepuasan kerja. Kinerja karyawan dipengaruhi oleh sifat-sifat individu yang dimediasi melalui kepuasan kerja

**Kata Kunci:** Kompensasi, Kepemimpinan Karismatik, Karakteristik Individu

## INTRODUCTION

Quality human resource management and high performance is the key to the movement of a company. In the traditional industry that produces tofu, human resources become the main factor in order to achieve the goal of efficient production. Performance is a concept that refers to an individual's ability to contribute to technical matters and context. Contributions from employees will affect the development and excellence of the company (Firdaus, 2021). Performance improvement is supported by many factors, such as compensation, leadership style, employee character, and job satisfaction. CV Juke Abadi, a company engaged in the food sector, produces tofu. The food business is a subsystem of the community food framework (Hariyadi, 2021).

**Table 1 Characteristics of Respondents**

Gender	Respondents	Percentage
Men	48	80%
Woman	12	20%
	60	100%

## Previous Research

Katidjan (2017) Existing research indicates that salary has a favorable impact on employee performance, a finding that is supported by other studies. Riyadi (2019) Job Satisfaction, and compensations have a positive significant influence to work performance, and individual characteristics have insignificant influence to work performance. Pradita (2016) research compensation has a negative effect on employee performance, leadership characteristics and styles have a positive effect on employee performance, meanwhile. Based on empirical studies, found gaps in previous research results. Siregar (2022) evidence gap stating the gaps in research evidence, to be a benchmark for differences is a common fact that is commonplace. So this study uses the evidence gap from existing theory.

## Compensation

Compensation is a reward for services provided by the company to employees because they have given energy and thought to achieve the targets set (Dwianto et al., 2019). Compensation refers to the remuneration received by employees, either in the form of monetary payment or

goods, as a direct or indirect result of their provision of services to the company. (Hasibuan, 2016). Compensation Variables are operationally measured using four indicators that refer to the theory developed by Meiliza (2016) among others:

- a. Direct Compensation: Compensation provided by the company directly to employees is usually in the form of wages according to performance
- b. Indirect Compensation: Compensation from companies indirectly to employees, in the form of facilities, benefits

### **Charismatic Leadership Style**

Leadership style is a method of leadership or a leader's behavioral pattern in influencing attitudes, behavior and everything towards his followers (Saklit, 2017). Leadership style is the way leaders use to interact with their subordinates (Kurniawan, 2018) . Charismatic Leadership Style is operationally measured using the four indicators proposed by Asmono (2019):

- a. Trust: Leaders who believe in judgment and ability.
- b. Vision: Leaders have work targets to increase company profits.
- c. Environmental sensitivity: Leaders who are able to empathize with environmental constraints, resources.

### **Individual Characteristics**

Each individual has different characteristics, so that the pattern of individual acceptance of circumstances also varies. Individual characteristics are a characteristic that shows a person's differences regarding the subject of an initiative, skills to remain strong in carrying out tasks until they are finished or find solutions to problems, how to adapt to changes related to the environment that impact on individual performance (Rahayu & Aliami, 2018).

At the individual level, variables can be categorized into three distinct groups: biographical characteristics, personality traits, and learning abilities. Biographical characteristics encompass various demographic factors such as age, gender, marital status, number of dependents, and tenure within an organization. These characteristics provide valuable insights into an individual's personal and professional background, which can significantly influence their behavior, attitudes, and performance within the organizational context. By examining these biographical factors, researchers can gain a deeper understanding of how individuals' life circumstances may shape their experiences and interactions within the

workplace. (Sugeng & Amboningtyas, 2017). Individual characteristics are operationally measured using five indicators that refer to the theory put forward, including:

- a. Ability (ability): Proficiency and knowledge of the work assigned to him.
- b. Attitude: Feelings that are owned by individuals towards work, and their interactions with co-workers.
- c. Interest: The attitude of liking something at work and work development. (Sukma, 2019)

### **Job satisfaction**

Kepuasan kerja adalah pola sikap individual to work as the difference between the amount of gifts received (Khaidir et al., 2016). Job satisfaction is also defined as a pleasurable emotional state which can result from evaluating employee work (Juliarti & Anindhita, 2022). Job satisfaction is assessed operationally through the utilization of four indicators, which are derived from Hasibuan's theoretical framework. These indicators serve as measurable variables that provide insights into an individual's level of job satisfaction.

- a. Employees exhibit a high level of job satisfaction and demonstrate a strong sense of familiarity and competence in their respective tasks.
- b. Work morale refers to the internal consensus and commitment among individuals or a collective workforce to effectively accomplish work-related objectives.
- c. Discipline refers to the set of conditions that are established and shaped through a sequential progression of behaviors, which demonstrate adherence to established norms and consistency in work-related activities.
- d. Work performance pertains to the level of accomplishment exhibited by an employee in the execution of their assigned tasks, taking into account factors such as proficiency in required skills and the efficient utilization of time. (Hasibuan, 2016).(Hasibuan, 2016)

### **Employee performance**

Employee performance is influenced by the expectations and beliefs of leaders towards their subordinates. Confidence enables employees to intuitively determine height low achievement of performance. (Firdaus et al., 2022)

Performance can be defined as the outcome of an employee's efforts in terms of both the quality and quantity of work accomplished while fulfilling their assigned duties in alignment with the bestowed responsibilities. (Badrianto et al., 2022). Performance is also interpreted as the ability (skill) of employees in carrying out a job that has been given to them (Nugraheni et al., 2022). Employee performance is operationally measured using four indicators that refer to the Sukma (2019) theory, including:

- a. Work Quantity: Total work results in the time when employees start work until they finish doing work
- b. Quality of Work: The value of a job performed by an employee on the results of his work.
- c. Job Completion Time: The period of time spent by the employee in carrying out the work given to him.
- d. Collaboration Between Employees: Is a relationship between employees who help each other in the work to complete the job
- e. Efforts to Reduce Costs: work behavior and attitudes of employees in reducing costs that must be incurred by the company.
- f. Monitoring Efforts: employee work behavior in helping the company to oversee the work process in order to create a good product.

Some of the following researchThis research was conducted based on empirical studies showing that compensation, charismatic leadership style, and individual characteristics have a significant influence on employee performance with job satisfaction as a mediation, namely Nurcahyani & Adnyani, (2016), Mukmin (2019), Do, (2018), Lauren (2017).

#### Hypothesis and Conceptual Framework

Based on theoretical and empirical studies, 10 hypotheses that underlie this research can be put forward:

- H1: The relationship between compensation and employee performance.  
H2: Charismatic leadership style impacts employee performance.  
H3: Employee performance is affected by individual traits.  
H4: Job satisfaction levels impact employee performance.  
H5: Compensation level is significantly related to job satisfaction.

H6: The effect of leadership style on job satisfaction is tested in.

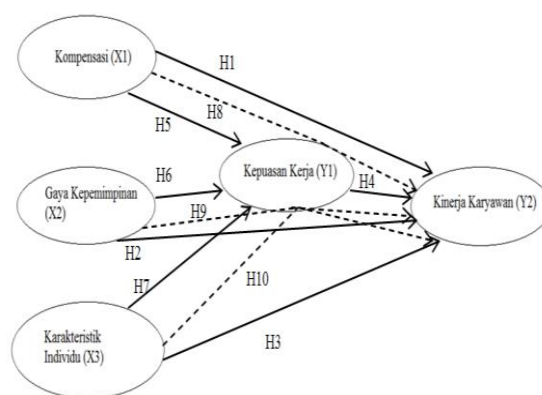
H7: Job happiness is influenced by individual factors.

H8: The relationship between compensation and employee performance is influenced by the mediating factor of job satisfaction.

H9: The effect of leadership style on performance is mediated by job satisfaction.

H10: The effect of individual attributes on performance is mediated by job satisfaction.

## METHOD



**Figure 1 Conceptual Framework'**

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.

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.

## RESULTS AND DISCUSSION

The present study aims to conduct an evaluation of the measurement model, also known as the outer model. This assessment is crucial in order to determine the reliability and validity of the measurement instruments used in the research. By scrutinizing the outer model, we can ascertain the extent to which the observed variables accurately reflect the underlying constructs of interest. To begin the present study was conducted in order to evaluate the validity and

reliability of the model under investigation. The evaluation of outer models with reflective indicators involved assessing their convergent and discriminant validity, as well as examining their composite reliability and Cronbach alpha.

The assessment of convergent validity using reflective indicators involves examining the loading factor values associated with each indicator of the construct, with an anticipated threshold value of 0.7. According to established research guidelines, it is recommended that the average variance extracted (AVE) value surpasses the threshold of 0.5. In the context of research pertaining to the initial phases of measurement scale development, it is worth noting that a loading factor value ranging from 0.5 to 0.6 is generally deemed acceptable. (Ghozali, 2018) The following is the result of the convergent validity test.)

Based on the findings obtained from the data processing, it is evident that all the outer loading values surpass the threshold of 0.70. This indicates that the data exhibits convergent validity, as all the values exceed the minimum requirement of 0.70. The subsequent step in our research methodology involves conducting a data reliability test. This test is designed to ascertain the accuracy, consistency, and precision of the instrument employed for measuring the constructs under investigation. The assessment of construct reliability can be accomplished through two distinct methods, specifically Cronbach's alpha and composite reliability. The reliability of a construct is deemed satisfactory when the calculated value of Cronbach's alpha or composite reliability exceeds the threshold of 0.7. The present findings encompass the outcomes of the composite reliability test:

**Table 2 Reliability Test**

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

The findings from the data presented in table 2 indicate that the variables/constructs exhibit satisfactory levels of Cronbach's alpha and composite reliability, as all values exceed the threshold of 0.70. The evidence presented indicates that the criteria for Reliability have been

met, hence allowing us to infer that all variables exhibit satisfactory levels of reliability. The assessment of the structural model, namely the inner model. The objective of this study is to forecast the R-Square value. The R-Square value is employed to elucidate the impact of specific exogenous latent factors on endogenous latent variables, assessing if they possess a significant effect. The model is classified into three categories based on the values assigned: 0.75 - 100 represents a strong model, 0.50 - 0.75 represents a moderate model, and 0.25 - 0.50 represents a weak model.

**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

The analysis of the data shown in Table 3 indicates that the R-Square value associated with the job satisfaction variable (Z) is 0.950, indicating a strong model. This study demonstrates that the factors of remuneration percentage (X1), charismatic leadership style (X2), and individual attributes (X3) collectively account for 95.0% of the variance in job satisfaction (Z), leaving 5.0% of the variance to be attributed to other variables. The R-Square value obtained from the productivity variable (Y) of 0.830 suggests a robust model. The present study elucidates that the relationship between the proportion of compensation factors (X1), charismatic leadership style (X2), individual attributes (X3), and employee performance (Y) accounts for 83.0% of the variance. The remaining 17.0% can be attributed to unexamined variables.

The study conducted a hypothesis test to examine the direct effect and indirect effect. This was accomplished by analyzing the T-Statistics values and P-Values. The acceptance or influence of the research hypothesis can be determined by observing a T-Statistics value greater than 1.96 and P-Values less than 0.05, as stated by Ghozali and Latan (2015). The present investigation yielded the outcomes of direct hypothesis testing by the measurement of the inner model.



**Table 4 *Dirrect Effect***

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

According to the findings presented in Table 4, the outcomes of the direct hypothesis testing or the direct effect in this research are as follows:

1. The statistical analysis conducted on the relationship between remuneration (X1) and employee performance (Y) resulted in a T-Statistical value of 1,975, which exceeds the critical value of 1.96 obtained from the T Table. Moreover, it is worth noting that the obtained P values of 0.049 exhibit a lower magnitude compared to the predetermined significance level of 0.05. The variable X1, which represents compensation, has a significant impact on the variables related to employee performance, denoted as Y. According to the prevailing hypothesis, it has been determined that there exists a statistically significant relationship between individual characteristic variables (X1) and employee performance variables (Y), with X1 accounting for approximately 28.6% of the variance observed in Y.
2. It is imperative to adopt a research-oriented approach in order to provide The present study aims to investigate the influence of the charismatic leadership style (X2) on employee performance (Y). The obtained results indicate a T-statistic value of 1,970 and a corresponding P value of 0.049. The utilization of the charismatic leadership style does not exhibit a substantial influence on the performance of staff members. According to the prevailing hypothesis, there exists a notable correlation between work qualities (X2) and employee performance (Y), wherein job characteristics are responsible for explaining 15.2% of the variability observed in employee performance.
3. The point of consideration revolves around the subject matter at hand. The results of the study suggest a notable correlation between individual characteristics (X3) and employee performance (Y), as demonstrated by a T-Statistical value of 3.092 and a corresponding P-value of 0.002. The impact of individual characteristics (X3) on employee performance (Y) has been a subject of interest and investigation in the field of organizational psychology. Numerous studies have explored the relationship between these variables, seeking to understand how specific individual characteristics can influence an employee's overall performance in the workplace. By analyzing various dimensions of individual characteristics, the researchers of this study investigated the impact of individual characteristics (X3) on employee performance

(Y). They found a statistically significant effect with an explained variance of 25.1%. Therefore, the sixth hypothesis, which suggests a relationship between X3 and Y, is accepted

4. T-statistic analysis was used to examine the relationship between job satisfaction (Z) and employee performance (Y). The T-statistic value obtained was 2.299, which indicates a significant relationship between these variables. Furthermore, the findings showed that the relationship was significant with a P-value of 0.011. After examining the relationship between job satisfaction (Z) and performance (Y), it was found that job satisfaction has a major impact on performance. Job satisfaction accounts for about 22.5% of the variance in performance, according to the accepted hypotheses, especially the seventh hypothesis.
5. This study investigated the relationship between compensation (X1) and job satisfaction (Z). The analysis results show a T-statistic value of 4.946, which indicates that there is a significant influence between compensation and job satisfaction. The corresponding P-value of 0.000 also indicates that the relationship is significant. Acceptance of the fourth hypothesis is supported by the percentage effect found of 39 percent.
6. This study looks at how charismatic leadership style (X2) affects job satisfaction (Z). The relationship between charismatic leadership style and job satisfaction was statistically significant, with a T statistic value of 5.867. The corresponding P value was also 0.000. According to the results, charismatic leadership style has a clear impact on the level of job satisfaction. The data shows that this relationship has an influence of 11.0 percent. Therefore, the fifth hypothesis, which states that charismatic leadership style affects job satisfaction, is acceptable.
7. T-statistic analysis was used to examine the relationship between individual characteristics (X3) and job satisfaction (Z). The T-statistic value obtained is 2.037. The results showed a noteworthy correlation between the above-mentioned variables. The observed relationship is statistically significant, with a P-value of 0.042, which indicates that it is unlikely to have arisen randomly. The results of the analysis conducted showed that there was no statistically significant relationship between

individual characteristics (X3) and the job satisfaction variable (Z). The current study sought to find out how individual characteristics (X3) can impact on the level of job satisfaction (Z). The research found that there is a significant relationship, specifically 22.4%, between job satisfaction variability and individual characteristics. The sixth hypothesis was supported by the research data, which showed a significant relationship between a person's characteristics and their job satisfaction.

The results of the indirect hypothesis testing conducted in this study-with particular emphasis on the measurements in the model-are discussed in the next section.

**Table 5 Indirect Effect**

Variabel	T Statistics ( O/STDEV )	P Values
<b>Compensation (X1) -&gt; Job Satisfaction (Z)-&gt; Employee performance</b>	4.964	0.000
<b>Charismatic Leadership Style (X2) -&gt; Job Satisfaction (Z) -&gt; Employee performance</b>	5.867	0.000
<b>Individual Characteristics (X3) -&gt; Job Satisfaction (Z) -&gt; Employee performance</b>	2.037	0.042

Table 5 shows indirect observations from the results of hypothesis testing in this study. The T-statistic value of 2.962 indicates a statistically significant relationship between remuneration (X1) and employee performance (Y) when job satisfaction (Z) is mediated. Additionally, the corresponding P value of 0.009 further supports this finding, indicating that the observed effect is unlikely to be due to chance. The findings derived from the conducted study suggest that

there exists no statistically significant association between compensation (X1) and performance (Y), even in the presence of job satisfaction (Z) acting as a mediating variable. The findings of the analysis indicate that job satisfaction contributes to 20.1% of the overall influence on the relationship under investigation. This result provides support for the acceptance of the eighth hypothesis.

This study examines the influence of charismatic leadership style on performance outcomes and the mediating role of job satisfaction. The results showed a statistically significant effect with a T-statistic value of 1.968. In addition, there is a corresponding P-value of 0.049, which indicates that the observed influence is unlikely to have occurred by chance. According to empirical evidence, charismatic leadership style has no statistically significant influence on employee performance. However, keep in mind that job satisfaction mediates the relationship and influences it. As a result, the ninth hypothesis is accepted, as this mediating effect accounts for 7.5 percent of the total influence.

The performance (Y) of individuals is influenced by their individual traits (X3), which is further mediated by job satisfaction (Z). This relationship is supported by a T-Statistical value of 2,962 and a P value of 0.004. The study found that the individual traits (X3) do not significantly impact performance (Y) through the mediating role of job satisfaction (Z), as indicated by an influence percentage of 18.8%. This supports the acceptance of the eleventh hypothesis.

## **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 put forward by Sari (2020), Fauzan (2022), and Sutrisno (2022). The biggest contribution to the direct compensation indicator. and supported by respondents' answers, most of whom agree that wages 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, among others

Safitri (2022) and Akbar (2019) . 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, among others Nasrul (2021), Simatupang (2021), and Wandini (2022). The interest 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, among others Ardiansah & Andriani (2022), Panggiki (2017), and Surisno (2022). Indicators of work morale contribute the most in influencing performance.

**Fifth Finding:** Compensation affects job satisfaction, this proves that wages 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, among others Suyanto (2020), and Fauzan (2022), not compatible with Saputra (2021). The biggest contribution to the direct compensation indicator. **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, among others Akbar (2019) and Putra (2022). 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 Tamaka (2017), Jelita (2021), and Amalia (2019). Interest 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 Garaika (2020), Sukidi & Wadji (2017), and Wehantouw (2022) compensation indicators, direct and indirect compensation can improve performance.

**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, among others Safitri (2022), and not compatible with Budiadi (2016). Indicators of environmental sensitivity and work morale 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, among others Setiawan (2016), Ahmad (2019). Amalia (2019).

## CONCLUSION

This study demonstrates that compensation has a positive impact on employee performance, both through direct and indirect means. Additionally, charismatic leadership style is found to have a positive influence on employee performance, either directly or indirectly. Moreover, individual characteristics are observed to have a positive effect on employee performance, either directly or indirectly. The presence of job satisfaction has a favorable impact on employee performance.

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