

THE EFFECT OF COMPENSATION, TRANSFORMATIONAL LEADERSHIP STYLE, INTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION IN THE CUSTOMER SATISFACTION MANAGEMENT DIVISION PT. BUKALAPAK.COM TBK

Edi Sugiono¹, Muhamad Febriyadi², Rio Mattajang³
Universitas Nasional^{1,2,3}

ARTICLE INFO

Keywords:
Compensation
Transformational
Leadership Style
Intrinsic Motivation of
Employee Performance
Job Satisfaction

E-mail:
edisugiono33@yahoo.com,
muh.febriyadi@yahoo.com
, riomattjang@gmail.com

ABSTRACT

This study aims to determine the effect of compensation, transformational leadership style, intrinsic motivation on employee performance through job satisfaction in the Customer Satisfaction Management Division of PT. Bukalapak.Com Tbk. The method used in this study is a quantitative method and hypothesis testing is carried out with SEM analysis techniques. The results of this study indicate that compensation has a negative and insignificant effect on job satisfaction, transformational leadership style and intrinsic motivation have a positive and significant effect on job satisfaction. Compensation has a positive and insignificant effect on employee performance, transformational leadership style has a negative and significant effect on employee performance, intrinsic motivation and job satisfaction have a positive and significant effect on employee performance. Compensation has a negative and insignificant effect on Employee Performance through Job Satisfaction, Transformational Leadership Style has a positive and insignificant effect on Employee Performance through Job Satisfaction, Intrinsic Motivation has a positive and significant effect on Employee Performance through Job Satisfaction.

Copyright © 2020 Economic Journal. All rights reserved.
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

In the current era of globalization, business competition has begun to shift not only to offline activities but also to online activities. Of course, organizational performance will be greatly influenced by employee performance. The company will be able to excel if it has human resources that can provide maximum impact according to the abilities and tasks assigned. The shift in activities carried out by employees is related to the shift in business activities that are not only offline but also online in the sales process. Of course, it will require a high level of flexibility in carrying out the given task activities. The shift in activity certainly requires the ability of human resources and a good level of employee performance. [1] states employee performance as work performance or work results, both in quality and quantity, achieved by employees per period in carrying out their duties in accordance with the responsibilities given to them. Compensation is an important part for employees so that employees can provide their best abilities because they feel that the welfare of employees is fulfilled and will have an impact on job satisfaction for the company's commitments given to employees. Compensation becomes

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

a benchmark of the awards given by the company to employees, so that competitive compensation on a task or position will be a reward value for employees who provide good performance results.

Compensation can be grouped in terms of the value given to the performance performed by employees, in return for which employees receive salaries, bonuses, allowances and other incentives. The provision of appropriate incentives and in accordance with the available regulations should also be fulfilled as a minimum standardization. And the workload is an important point in giving a wage, because it can determine the quality of the work produced and also have an impact on employee performance. Another function of Compensation is as an award given by the company to employees for the performance given. So in this study with the aim of assessing and improving employee performance by using compensation as an assessment variable to find out how much impact compensation has on employee performance. Where compensation will have many beneficial impacts in terms of achievement, it also helps the company in getting good quality employees because compensation will be in line with customized demands and standards.

This is a basic thing for every employee to do. The work given by the employee is replaced with an appropriate remuneration value and support from various aspects in meeting the needs of employees in carrying out work activities. With the commitment given by the company to provide the best for employees, it will provide employee satisfaction for what is received so that employees feel fulfilled and able to provide their best abilities. So, based on developments in job satisfaction desires, it is necessary to conduct research on the effects of compensation, transformational leadership style, and intrinsic motivation on employee performance through job satisfaction, which will be carried out at the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk. Based on employee performance data from departments in the Customer Satisfaction Management Division of the company, PT. Bukalapak.com Tbk is a phenomenon of fluctuations in employee performance data in the 2019–2021 period, which is the basis for development with benchmarks for improving employee performance. The following are the details of the data obtained relating to employee performance in the following table:

Table 1 Employee performance

Period	Maximum Target	Performance Value	Percentage
2019	3.37	4.00	84.25%
2020	3.44	4.00	86.08%
2021	3.42	4.00	85.54%

Source: SCM Division PT. Bukalapak.com Tbk

Based on table 1, it shows that the level of achievement of employee performance realization from 2019–2021 is still not optimal, where in 2019 the percentage of performance was 84.25%, in 2020 there was an increase of 1.83 and in 2021 there was a decrease of 0.54. Due to the fluctuating year-to-year achievements provided in the table above, it can indicate less than optimal achievements and inconsistencies in performance achievements in the 2019-2021 period. In the Customer Satisfaction Management Division, the company's PT. Bukalapak.com Tbk employee performance appraisal process uses indicators in a range of numbers which can be defined as follows:

Table 2 Indikator Nilai

Indikator	Status
< 2.99	Rendah
> 2,99	Cukup
> 3.39	Bagus
>3.79	Sangat Bagus

Sumber : Divisi CSM PT. Bukalapak.con Tbk

In table 2, there is a range of numbers for the achievements in 2019–2021, which are always included in the sufficient category in 2019 and good categories for 2020 and 2021. However, these

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

achievements have not yet achieved maximum employee performance because the percentage is still in the range of 84%–86%, so it is necessary to optimize the achievement so that employee performance has increased. In the actual process of the assessment objective, a review of performance achievement is always carried out quarterly or every 3 months, which aims to determine the achievement targets that need to be carried out so that optimization of performance achievement can be carried out with the main target of achieving 100% performance achievement.

Based on the table above, are the assessment factors used by the Division of Customer Satisfaction Management company PT. Bukalapak.com Tbk to maintain service quality, with each having different weights and assessment metrics. In table 1.3, there are 6 main categories in employee performance appraisal. The first parameter is performance with an assessment weight of 30%, which means that if the target is above 30%, the second parameter is quality with an assessment weight of 25%, which means that if the target for quality is achieved, the assessment will get 25%. The third parameter is resolution performance with an assessment weight of 15%, which means that if the target for resolution is achieved, the assessment will receive an assessment weight of 15%. The fourth parameter is adherence, with an assessment weight of 10%, meaning that if the target for adherence is achieved, the assessment will get 10%. The fifth parameter is knowledge update with an assessment weight of 10%, which means that if the target for knowledge is achieved, the assessment will get 10%. So, based on these assessment indicators, which aim to maintain and improve customer satisfaction, good employee performance is needed. As the first and second parameters, which dominate the performance and quality assessment indicators, become the assessments with the greatest weight, indicating that employee performance must be maintained to achieve the criteria in the assessment indicators.

There is a need for maintenance or standardization of increasing performance achievements, which will certainly have an impact on the Customer Satisfaction Management Division of the company PT. Bukalapak.com Tbk in providing optimal service to consumers. This is important to maintain the performance of performance so that it does not decrease in achievement and can improve employee performance. The above phenomenon certainly needs to be analyzed in order to achieve optimal performance. Due to optimal employee performance in the Customer Satisfaction Management Division of the company, PT. Bukalapak.com Tbk. will have an impact on customer satisfaction at PT. Bukalapak.com Tbk. Division of Customer Satisfaction Management Company, PT. Bukalapak.com Tbk is at the forefront of providing information and solving problems experienced by consumers of PT. Bukalapak.com Tbk, of course, with stability in terms of employee performance and improvement towards optimal targets, will have a direct impact on PT. Bukalapak.com TB says digital services are provided to consumers. So, with the importance of achieving employee performance in the Customer Satisfaction Management Division of the company, PT. Bukalapak.com Tbk. In this study, researchers are interested in conducting research on the effects of compensation, transformational leadership style, and intrinsic motivation on employee performance through job satisfaction. in the Division of Customer Satisfaction Management Company PT. Bukalapak.com Tbk. Job satisfaction is an intervening variable to mediate employee performance. There are several previous studies that have similarities to this research. Previous research is a reference for researchers to determine the research gap in the development of the discussion to determine the appropriate theory and indicators. Research by [3] regarding Compensation for Employee Performance through Job Satisfaction has similarities in the variables studied, namely Compensation for Employee Performance through Job Satisfaction as an intervening variable with tests carried out using path analysis with the results of the research suggesting compensation has no significant effect on employee performance through job satisfaction. Furthermore, other studies also have the same variables studied, namely Transformational Leadership Style on Employee Performance with the simple regression analysis method and Moderated Regression Analysis (MRA) analysis, with research results indicating that Transformational Leadership Style has a positive and significant effect on employee performance [4]. In subsequent studies, there are similarities between the variables studied, namely, intrinsic motivation on employee performance, with the multiple

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

linear regression research method and the results of research on intrinsic motivation having a positive and significant effect on employee performance [5]. Research conducted by [6] has the same variable, Job Satisfaction, mediating on employee performance with research methods, with research results showing job satisfaction having a positive and significant effect on employee performance with Structural Equation Modeling (SEM).

So, based on the studies described above, researchers have an interest in analyzing the influence of employee performance on the things that are affected. Therefore, to close the gap research that occurred and based on previous studies, the researchers are interested in conducting an analysis by presenting the intervening variable, namely job satisfaction, because the previous studies attached above stated that job satisfaction has a positive and significant influence on employee performance and will use Structural Equation Modeling (SEM). Based on this basis, the researcher will conduct a study entitled "The Effect of Compensation, Transformational Leadership Style, and Intrinsic Motivation on Employee Performance Through Job Satisfaction in the Division of Customer Satisfaction Management at Pt. Bukalapak.Com Tbk".

2. METHOD

In research conducted at PT. Bukalapak.com Tbk to determine the effect of compensation, transformational leadership style, on employee performance through job satisfaction, in Figure 3.1 shows the process of the research framework in which the measurement of each effect of the dependent variable on the independent variable and the intervening variable. There are 10 research process frameworks to determine the effect of each variable.

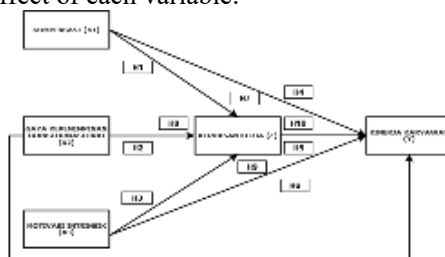


Figure 1 Thinking Framework

The technique of collecting data used in this research is a questionnaire. The sampling technique used in data collection is probability sampling. The population in this study are employees of the Customer Satisfaction Management Division of the company PT. Bukalapak.com Tbk, which consists of a population of 191 employees with a working period of 1 year to more than 10 years. According to [7], determination of the sample size requires at least five times the number of indicators. In this study, there are 22 indicators, so that the total sample or respondents taken is 110 samples. However, as research material and to maintain the level of validity and suitability of the data requested, the sample taken is 135 samples. The following are the criteria of the respondents in taking the sample, namely all education and working in the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk with all tenures, as well as 135 respondents. The method used in this study is a quantitative research method, which can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples. Sampling techniques are generally carried out randomly, data collection is using research instruments, and data analysis is quantitative or statistics with the aim of testing established hypotheses. The data analyzed by this method is in the form of text or narrative. In testing the hypothesis, the Structural Equation Modeling (SEM) method was used. Validity test According to [8], validity comes from the word "validity," which means the extent to which the accuracy and reliability of a measuring instrument (test) in carrying out its measuring function A test can be said to have high validity if it provides precise and accurate measurement results in accordance with the purpose of the test.

Structural Equation Modeling (SEM) According to [9], SEM is an acronym for structural equation model, which is a second-generation structural equation model with multivariate analysis techniques that allow researchers to examine the relationship between complex variables, both recursive and non-recursive, to obtain a comprehensive picture of a model. So, SEM is a multivariate analysis technique method that can be used in analyzing complex variable relationships compared to multiple regression analysis and factor analysis.

3. RESULT AND DISCUSSION

3.1 Validity and Reliability Test

Data Validity Test

The validity test aims to test each question indicator to ensure the contents of these indicators are valid. If the indicators are not valid then they must be discarded. These indicators are said to be valid if the loading factor value shows 0.50 Ghozali (2017). The following is a table of validity tests, it can be concluded that there is no estimate value 0.50. Then the data obtained in the study from the Division of Customer Satisfaction Management PT. Bukalapak.com is in the valid category.

Data Reliability Tes

Realibility test aims to measure the internal consistency of the indicators of a construct that shows the extent to which each indicator indicates a common latent construct. A research instrument can be declared reliable if the limit value of the acceptable level of reliability is construct reliability > 0.7 and variance extracted > 0.5 (Ghozali, 2017).

Reability test it can be concluded that the values in the reliability test all meet the criteria, namely $CR > 0.7$ and VE value > 0.5 so that the data is considered reliable. Then the data obtained in the study from the Division of Customer Satisfaction Management PT. Bukalapak.com is already in the reliable category and is eligible for further testing.

Analysis Results SEM

The next step in this research is to process and interpret the AMOS results based on the data collected and tested for validity and reliability.

Confirmatory Factor Construct Analysis I

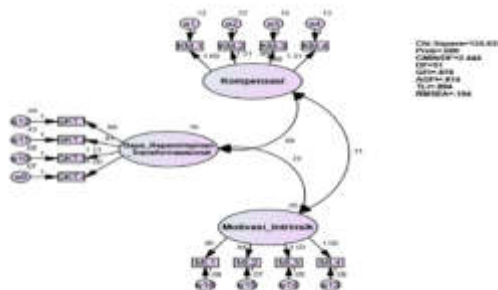


Figure 2 CFA Kontruk I

The values of RMSEA, GFI, AGFI, CMIN/DF, and TLI have values that are close to the cutoff value or margin of fit, which are still considered normal because they are not too far from the specified cutoff value. It can be said that the first model's structure is pretty good when the independent variable stands on its own because there is no GOF value that is far from the set value or very different from it.

Confirmatory Factor Construct Analysis II



Figure 3 CFA Konstruk II

Uji Normalitas Data

The normality test is a test used to determine whether the questionnaire data obtained is in accordance with the established criteria or not.

Table 3 Assessment Of Normality

Variable	Skew	Kurtosis	Variable	Skew	Kurtosis
KM.1	-1.464	1.064	MI.4	-375	-1.204
KM.2	-754	-409	KP.1	-642	-542
KM.3	-861	-790	KP.2	-672	-078
KM.4	-1.248	561	KP.3	-501	-882
GKT.1	-612	-985	KP.4	-624	-937
GKT.2	-864	490	KP.5	-312	-837
GKT.3	-682	-606	KK.1	-522	-672
GKT.4	-787	-927	KK.2	-749	097
MI.1	-298	-1.517	KK.3	-280	-717
MI.2	-254	-1.936	KK.4	-083	-1.316
MI.3	-420	-1.421	KK.5	-263	-635

Based on the results in table 4 it can be concluded that there is no skewness value > 2 and no kurtosis value is > 7 . So the data obtained in the study from the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk can be said to be normal or in accordance with the criteria.

Uji Outlier Data

In the Outlier Test, the data is used to measure the appropriateness of the answers of each respondent, who is the sample in this study. The values that do not meet the requirements must be replaced with other respondents' answers. In Ferdinand (2002), the criteria used were based on the Chi-Square value of 22 degrees of freedom, at a significant level of $p = 0.05$. The value of Mahalanobis distance $2(0.05;22) = 33.92$, which was obtained using Excel [=CHIINV (0.05;22)]. so that all the mahalanobis distance values greater than 33.92 are outliers and must be replaced with other respondents' answers.

It can be concluded that the Mahalanobis d-squared value does not exist > 33.92 . Then the data obtained in the study from the Division of Customer Satisfaction Management PT. Bukalapak.com Tbk can be stated that there are no outliers and have met the specified requirements.

Full Model

The following is an image which is an initial model to see the analysis path formed has met the set cut off value or not.



Figure 4 Full Model

Based on Figure 4, it can be concluded that the results of the full model above explain the alignment of the model or the GOF test does not meet the requirements. Where the Prob value is still worth 0.000. Whereas in the GOF test, the prob value in the full model must be > 0.05 . So it is necessary to modify the full model by looking at the AMOS output on the Modification Indices (MI) (Darwin, Nurwulandari, 2018). MI which has a large number will be eliminated, because it is considered a nuisance to other constructs (Ghozali, 2017).

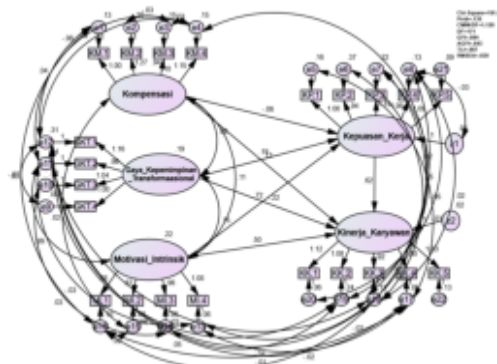


Figure 5 Full Model Setelah Modifikasi

Based on Figure 5, it can be concluded that the construct is feasible because it has met the cut off value specified in the GOF test. So it can be said that the results of the hypotheses formed in this chapter can be justified scientifically.

Table 4 Goodness Of Fit

GOF	Cut Off Value	Results	Conclusion
DF	> 0	171	Goodness Of Fit
Uji Chi Square Statistik (X ²)	$\leq \alpha \cdot df$ (diharapkan $<$ chi square tabel) Probabilitas $\geq 0,05$	191.496	Goodness Of Fit
RMSEA	$\leq 0,08$	0.030	Goodness Of Fit
GFI	$\geq 0,90$	0.894	Marginal Of Fit
AGFI	$\geq 0,90$	0.843	Marginal Of Fit
CMIN/DF	< 2	1.120	Goodness Of Fit
TLI	$\geq 0,95$	0.987	Goodness Of Fit

Table 4 shows that there are no values that are very extreme or far from the specified Cut Off Value. AGFI and GFI values have values that are close to the Cut Off Value or Marginal Of Fit, where it is still considered normal because it does not have a distance that is too far from the specified Cut Off Value. Then the data obtained in the study from the Division of Customer Satisfaction Management PT. Bukalapak.com as a whole, the model formed in the research is feasible.

Hypothesis test

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

The decision-making requirement is if the P value < 0.05 (0.05 is the limit value of reasonableness/error) then the hypothesis is accepted, and vice versa. From the SEM results, it can be interpreted as follows.

1. Compensation has a negative and insignificant effect on job satisfaction. It has a negative effect because the estimate value is -0.060 and is said to be insignificant, as evidenced by the P value > 0.05 or $0.657 > 0.05$. So the first hypothesis is rejected.
2. Transformational Leadership Style has a positive and significant effect on Job Satisfaction. It has a positive effect because the estimate value is 0.189 and significant because the P value < 0.05 or $0.027 < 0.05$. So the second hypothesis is accepted.
3. Intrinsic motivation has a positive and significant effect on job satisfaction. It has a positive effect because the estimate value is 0.716 and significant because the P value is < 0.05 or *** (0.00001) < 0.05 . So the third hypothesis is accepted.
4. Compensation has a positive and insignificant effect on employee performance. It has a positive effect because the estimate value is 0.127 and is not significant because the P value > 0.05 or $0.328 > 0.05$. So the fourth hypothesis is rejected.
5. Transformational Leadership Style has a negative and significant effect on employee performance. It has a negative effect because the estimate value is -0.215 and significant because the P value < 0.05 or $0.016 < 0.05$. So the fifth hypothesis is rejected.
6. Intrinsic motivation has a positive and significant effect on employee performance. It has a positive effect because the estimate value is 0.497 and significant because the P value < 0.05 or $0.001 < 0.05$. So the sixth hypothesis is accepted.
7. Job Satisfaction has a positive and significant effect on employee performance. It has a positive effect because the estimate value is 0.623 and significant because the P value < 0.05 or *** (0.00001) < 0.05 . So the tenth hypothesis is accepted.

So based on the Estimate value above to find out whether it has a positive or negative effect, the highest value is found in the intrinsic motivation variable on Job Satisfaction and the lowest estimate value is in the Compensation variable on Job Satisfaction. To test the hypothesis 7-9 will be done using Sobel calculations. This is because the AMOS output does not present the results of the intervening variable testing. In making a hypothesis decision by seeing if the value of t count $> t$ table then the hypothesis is accepted, and vice versa.

From the results of the Sobel test, it can be concluded as follows:

1. Compensation has a negative and insignificant effect with the value of t count $< t$ table or -0.042 < 1.97 on Employee Performance through Job Satisfaction. So H7 in this study was rejected.
2. Transformational Leadership Style has a positive and insignificant effect with the value of t count $< t$ table or $1.884 < 1.97$ on Employee Performance through Job Satisfaction. So H8 in this study was rejected.
3. Intrinsic Motivation has a positive and significant effect with the value of t count $> t$ table or 3,245 > 1.97 on Employee Performance through Job Satisfaction. So H9 in this study is accepted.

So for Job Satisfaction as an intervening variable, it can be concluded that the highest t table value is obtained by Intrinsic Motivation on Employee Performance through Job Satisfaction and the lowest t table value is owned by Compensation for Employee Performance through Job Satisfaction.

Determinant Coefficient

The coefficient of determination or change in R-square is the magnitude of the value of the independent variable (X) to the dependent variable (Y). Hair, et al., (2011) stated that the R square value of 0.75 is included in the strong category, the R square value of 0.50 is in the medium category and the R square value of 0.25 is in the weak category.

Table 5 R-Square

Dependent Variable	Estimate
Job satisfaction	0.787

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

Dependent Variable	Estimate
Employee performance	0.919

Table 5 shows that the change in the coefficient of determination of Job Satisfaction of 0.787 is included in the strong category. Variables Compensation, Transformational Leadership Style and Intrinsic Motivation are able to explain the Job Satisfaction of 78.7% while the remaining 21.3% is explained by other variables that the researcher did not include in this study. Changes in the coefficient of determination of Employee Performance of 0.919 are included in the strong category. Variables Compensation, Transformational Leadership Style, Intrinsic Motivation and Job Satisfaction were able to explain 91.9% while the remaining 8.1% was explained by other variables that the researcher did not include in this study.

3.2 Discussion

Compensation for Job Satisfaction

Based on the results of data processing in this study, the first hypothesis (H1) is that compensation has a negative and insignificant effect on job satisfaction in the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk, which is researched based on salary, incentives, allowances, and facilities, which show the results do not affect job satisfaction. This can illustrate that compensation has a weak influence and is also unable to make a real contribution to increasing job satisfaction. According to [15], and compensation can be in the form of money or goods directly or indirectly received by employees as compensation for services provided to the company. Therefore, it is concluded that compensation is a benchmark for an activity carried out by employees, with a certain value given as an award for achievements or activities carried out by employees. So that the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk needs to maintain and increase compensation based on achieving employee job satisfaction, thereby increasing work morale, discipline, and work performance and also motivating employees to enjoy and love work in the Job Satisfaction indicator. This is in line with research conducted by [16] and [17], which states that compensation has a negative and insignificant effect on job satisfaction.

Transformational Leadership Style on Job Satisfaction

Transformational Leadership Style Based on the results of data processing in this study, it shows the second hypothesis (H2), namely that transformational leadership style has a positive and significant effect on job satisfaction in the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on ideal influences, individual considerations, inspirational motivation, and intellectual stimulation, which shows that the results affect job satisfaction. This demonstrates that if the transformational leadership style is often applied by a leader, the job satisfaction of an employee will be higher. Supported by the independent statement given by the respondent to the transformational leadership style, the respondent provided information that the transformational leadership style had fulfilled the employee's desire to provide support so that the employee felt job satisfaction from the transformational leadership, and the average respondent said that the leader in the team always provided direction. The leader can be a mentor and also a support system for employees. It can be concluded that the transformational leadership style is the right way for leaders to achieve company goals by actually involving employees under their leadership by uniting principles and attitudes for a common goal. This is in line with research conducted by [18] and [19], which states that a transformational leadership style has a positive and significant effect on job satisfaction.

Intrinsic Motivation on Job Satisfaction

Transformational Leadership Style Based on the results of data processing in this study, it shows the third hypothesis (H3), namely intrinsic motivation, has a positive and significant effect on job satisfaction in the Customer Satisfaction Management Division of PT. Bukalapak.com, which is studied based on achievements, awards, responsibilities, and self-development, which shows the results affect

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

job satisfaction. This illustrates that if an employee's intrinsic motivation increases, their job satisfaction will also increase. supported by free statements from respondents who, on average, said that their superiors always make employee self-development programs so that employees gain new knowledge and new goals in work activities so that they have an increasing level of motivation. Employees are always given opportunities to demonstrate their accomplishments from their work, which makes them feel appreciated and motivated to continue to excel in performance at PT. Bukalapak.com's Customer Satisfaction Management Division. On the other hand, employees with low levels of job satisfaction tend to increase turnover as well as decrease work discipline and productivity, according to [20]. It can be concluded that a positive environment and the right program can provide an increase in employee motivation in themselves, so that it has value on job satisfaction felt by employees at the Customer Satisfaction Management Division of PT. Bukalapak.com.

Compensation for Employee Performance

Based on the results of data processing in this study, the fourth hypothesis (H4) is that compensation has a positive and insignificant effect on employee performance in the Customer Satisfaction Management Division of PT. Bukalapak.com, which is studied based on salaries, incentives, benefits, and facilities that show the results affect performance. Employees, however, are not significant. This illustrates that if the compensation given to employees increases, employee performance will increase. The average respondent stated that according to applicable laws, employees received compensation in the form of leave, which was in accordance with the respondent's wishes because he got 16 days of leave in a year, and then employees got bonuses given based on employee performance achievements at the Division of Customer Satisfaction Management PT. Bukalapak.com. Therefore, based on the free statements given by respondents to Compensation and Employee Performance, there is an influence between compensation and employee performance on the results received by employees, so that companies can focus more on improving employee performance by increasing compensation based on the values of employee needs in order to perform their jobs well. According to [23], compensation is everything that employees receive as compensation for their work that is balanced with employee expectations to meet the need for satisfaction with achievements that have been achieved and is in line with the company's strategic business goals.

Transformational Leadership Style on Employee Performance

Based on the results of data processing in this study, it shows the fifth hypothesis (H5), namely that transformational leadership style has a negative and significant effect on employee performance in the Customer Satisfaction Management Division of PT. job satisfaction. This can illustrate that the transformational leadership style has a weak influence and is also unable to make a real contribution to improving employee performance. Therefore, based on the free statement given by the respondent, there are still things from the respondent that have not been fulfilled. So, in this study, the transformational leadership style has a weak influence and is also unable to make a real contribution to improving employee performance in the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk. Based on the explanations above, it can be concluded that the transformational leadership style is an important factor in maintaining employee performance even though it has a weak influence and is also unable to make a real contribution to employee performance. So, the company needs to improve its leadership style system based on the type of employee needs in order to improve employee performance in terms of quality, quantity of work, being on time, being effective at work, and being independent.

Intrinsic Motivation on Employee Performance

Based on the results of data processing in this study, the sixth hypothesis (H6) is that Intrinsic Motivation has a positive and significant effect on Employee Performance in the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on Achievements, Awards,

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

Responsibilities, and Self-Development which shows that the results affect Employee Performance. This illustrates that if an employee's intrinsic motivation increases, employee performance will also increase in the Customer Satisfaction Management Division of PT. Bukalapak.com. Supported by free statements given by respondents to employee performance, namely awarding employee performance achievements by giving recognition to employee performance and achievements in the form of appreciation for achievements in award events so that it motivates employees to always provide the best performance, and the training provided also provides employee's sense of desire to try new things and make developments on every performance obtained. Trust in the given responsibilities also makes employees feel they can develop themselves and perform with a sense of responsibility so as to increase employee motivation in the Customer Satisfaction Management Division of PT. Bukalapak.com.

Compensation for Employee Performance Through Job Satisfaction

Based on the results of the data processing in this study, the seventh hypothesis (H7) is that compensation has a negative and insignificant effect on employee performance through job satisfaction at the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on achievements, awards, responsibilities, and personal development, which shows the results do not affect employee performance through job satisfaction. Also, the quality of personal facilities to support daily work is always maintained, such as laptops, which are regularly checked and replaced according to their current period of use to increase work effectiveness and job satisfaction. And based on the index of respondents' answers, which shows the average results of 4.73 answers for compensation, 4.3 employee performance, and 4.4 job satisfaction, there is an inconsistency in the results of the answers between Compensation, Employee Performance, and Job Satisfaction with answer indicators ranging from not strongly agree to very agree. So, based on research conducted by Sugiono et al. (2021), which states that competence has a positive and significant effect on employee performance, while research conducted by [27] states that compensation has a negative and insignificant effect on employee performance. According to [28], compensation can be in the form of money or goods directly or indirectly received by employees in return for services provided to the company. So compensation has a negative and insignificant effect on employee performance through job satisfaction. Employee performance was not mediated by job satisfaction. This is in line with research conducted by [29] which states that compensation has a negative and insignificant effect on employee performance through job satisfaction.

Transformational Leadership on Employee Performance Through Job Satisfaction

Based on the results of data processing in this study, the eighth hypothesis (H8) is that the transformational leadership style has a positive and insignificant effect on employee performance through job satisfaction in the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on achievements, awards, responsibilities, and self-development, which shows that the results affect employee performance through job satisfaction but are not significant. Based on the respondent's free statement, the average respondent gives the opinion that employees are satisfied because of the implementation of a real leadership system and involves employees in decision making. Leaders make themselves themselves mentors at work. Leaders provide solutions for obstacles experienced by employees. So that the transformational leadership style has a positive effect, but when it is applied to performance, there are several parts that have not met expectations, namely the need to periodically increase engagement between employees and superiors to align the vision and mission in activities, as well as provide an increase in motivational leadership programs that are carried out periodically for employees to increase enthusiasm for a common goal. As well as the inconsistency of research findings on the transformational leadership style on employee performance that previous research has conducted, such as research conducted by Latifah (2018), which states that a transformational leadership style has a significant effect on employee performance, while [30] states that transformational leadership has no significant effect on employee performance.

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

Intrinsic Motivation on Employee Performance Through Job Satisfaction

Based on the results of data processing in this study, the ninth hypothesis (H9) is that intrinsic motivation has a positive and significant effect on employee performance through job satisfaction at the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on achievements, awards, responsibilities, and personal development, which have a significant influence on performance through job satisfaction. This shows that the Customer Satisfaction Management Division of PT. Bukalapak.com has been able to use Job Satisfaction to moderate the effect of Intrinsic Motivation on Employee Performance. This is supported by respondents' free statements stating that self-development programs make motivation better, the enthusiasm that is always given by superiors, and the absence of distance between employees and superiors makes the best abilities of employees to show their best. With the respondent's free statement, job satisfaction can make the effect of intrinsic motivation on worker performance even stronger.

Job Satisfaction on Employee Performance

Based on the results of data processing in this study, the tenth hypothesis (H10) is that job satisfaction has a positive and significant effect on employee performance in the Customer Satisfaction Management Division of PT. Bukalapak.com is researched based on work quality, work quantity, punctuality, work effectiveness, and independence, which shows the results affect employee performance. This illustrates that if an employee's job satisfaction increases, their performance will also increase. Supported by a free statement, the average respondent stated that a fair and transparent assessment process makes performance better, participates in and gets recognition for the company's success, increases the sense of giving maximum results, as well as the principles of discipline and freedom to provide ideas to give employees space to work. provide capabilities according to responsibilities and increase employee innovation. This is based on the recognition and assessment process that runs in accordance with the wishes of employees, which creates a sense of love and affection for what is done for what is given by the company, thus creating a desire to excel to improve employee performance. This is in line with research conducted by [32] which states that job satisfaction has a positive and significant effect on employee performance.

4. CONCLUSION

Based on the results of the research and discussion that have been described previously, it is concluded that compensation has a negative and insignificant effect on job satisfaction. This can illustrate that compensation has a weak influence and is also unable to make a significant contribution to increasing job satisfaction. The transformational leadership style has a positive and significant effect on job satisfaction. This illustrates that if the transformational leadership style is often applied by a leader, the job satisfaction of an employee will be higher. Intrinsic motivation has a positive and significant effect on job satisfaction. This illustrates that if an employee's intrinsic motivation increases, his job satisfaction will also increase. Compensation has a positive and insignificant effect on employee performance. This illustrates that if the compensation given to employees increases, employee performance will increase. A transformational leadership style has a significant negative and significant effect on employee performance. This can illustrate that a transformational leadership style has a weak influence and is also unable to make a real contribution to improving employee performance. Intrinsic motivation has a positive and significant effect on employee performance. This illustrates that if employee intrinsic motivation increases, employee performance will also increase. Compensation has a negative and insignificant effect on employee performance through job satisfaction. Job Satisfaction failed to mediate compensation on employee performance in the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk. A transformational leadership style has a positive and insignificant effect on employee performance through job satisfaction. Job satisfaction failed to mediate transformational leadership style on employee performance in the Customer Satisfaction Management

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

Division of PT. Bukalapak.com Tbk. Intrinsic motivation has a positive and significant effect on employee performance through job satisfaction at the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk. Job satisfaction has been successful in mediating the effect of intrinsic motivation on employee performance. Job satisfaction has a positive and significant effect on employee performance at the Customer Satisfaction Management Division of PT. Bukalapak.com Tbk. This shows that PT. The employees of Bukalapak.com Tbk's Customer Satisfaction Management Division will do their jobs better if they are happier with them.

REFERENCES

- [1] A. W. Kurniawan, "Pengaruh kepemimpinan dan pengembangan sumber daya manusia terhadap kepuasan kerja, motivasi kerja, dan kinerja karyawan Bank Sulselbar," *EKUITAS (Jurnal Ekon. dan Keuangan)*, vol. 16, no. 4, pp. 391–408, 2012.
- [2] I. Kharis, M. S. Hakam, and I. Ruhana, *Pengaruh gaya kepemimpinan transformasional terhadap kinerja karyawan dengan motivasi kerja sebagai variabel intervening (studi pada karyawan bank jatim cabang malang)*. Brawijaya University, 2015.
- [3] M. Rifa'i, R. Sela, and R. N. S. Sayekti, "Kompensasi Dan Motivasi Kerja Pengaruhnya Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening," *J-MACC J. Manag. Account.*, vol. 4, no. 1, pp. 42–56, 2021.
- [4] S. Efendi and M. A. Pratama, "PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN KUALITAS KEHIDUPAN KERJA TERHADAP KINERJA KARYAWAN DENGAN BUDAYA ORGANISASI SEBAGAI VARIABEL MODERASI PADA PT SCHENKER PETROLOG UTAMA JAKARTA," *Oikonomia J. Manaj.*, vol. 16, no. 2, 2020.
- [5] I. Suryadi and S. Efendi, "Pengaruh Motivasi Intrinsik, Kepuasan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Biro Kepegawaian Di Badan Kepegawaian Negara (Bkn) Jakarta," *Oikonomia J. Manaj.*, vol. 14, no. 2, 2019.
- [6] E. Sugiono, A. Nurwulandari, and Y. Dining, "Kepuasan kerja memediasi pengaruh gaya kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja karyawan Bank BTN kantor cabang Jakarta Kuningan," *Fair Value J. Ilm. Akunt. dan Keuang.*, vol. 4, no. 8, pp. 3279–3296, 2022.
- [7] A. Ferdinand, "Metode penelitian manajemen: Pedoman penelitian untuk penulisan skripsi tesis dan desrtasi ilmu manajemen," 2014.
- [8] S. Azwar, "Reliabilitas dan validitas," Yogyakarta: pustaka pelajar, 2012.
- [9] R. Ramadiani, "Sem dan Lisrel untuk Analisis Multivariate," *Sriwij. J. Inf. Syst.*, vol. 2, no. 1, p. 130367.
- [10] I. Ghozali, *Aplikasi Analisis Multivariate dengan SPSS*. Semarang: Badan Penerbit UNDIP., 2005.
- [11] I. Ghozali, "Model persamaan struktural konsep dan aplikasi dengan program AMOS 24," Semarang Badan Penerbit Univ. Diponegoro, 2017.
- [12] I. Ghozali, "Aplikasi analisis multivariate dengan program IBM SPSS 23 (Edisi 8)," Semarang Badan Penerbit Univ. Diponegoro, vol. 96, 2016.
- [13] R. dan Sunarto, *Pengantar Statistika: Untuk Penelitian Pendidikan, Sosial, Ekonomi, Komunikasi, dan Bisnis*. Bandung: Alfabeta, 2013.
- [14] I. Ghozali, *Aplikasi analisis multivariate dengan program IBM SPSS 25 Edisi 9*. Semarang: Badan Penerbit Universitas Diponegoro, 2018.
- [15] E. B. Flippo, "Personel Management (Manajemen Personalialia)," Ed. VII Jilid II, Terjem. Alponso S, Erlangga, Jakarta, 2002.
- [16] V. Arinal and A. T. Rahayu, "Pengaruh Motivasi dan Kompensasi Terhadap Kepuasan Kerja Dosen di Sekolah Tinggi Ilmu Komputer Cipta Karya Informatika," *CKI SPOT*, vol. 10, no. 1, 2017.

The Effect Of Compensation, Transformational Leadership Style, Intrinsic Motivation On Employee Performance Through Job Satisfaction In The Customer Satisfaction Management Division Pt. Bukalapak.Com Tbk - Edi Sugiono, Muhamad Febriyadi, Rio Mattajang

- [17] A. R. Saputra, “PENGARUH KOMPENSASI DAN KOMITMEN ORGANISASIONAL TERHADAP KINERJA KARYAWAN DIMEDIASI MOTIVASI KERJA Studi Kasus Di Hotel Merah Group Magetan, Jawa Timur, Indonesia,” 2018.
- [18] C. G. Nata Wasistha and A. G. Rahyuda, “Pengaruh Kompensasi, Gaya Kepemimpinan Transformasional Dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Pegawai.” Udayana University, 2018.
- [19] A. Asriani, S. Mintarti, and S. Z. ZA, “Pengaruh Gaya Kepemimpinan Transformasional dan Budaya Organisasi terhadap Kinerja dan Kepuasan Kerja sebagai variabel intervening,” *J. Bisnis Dan Manaj.*, pp. 217–234, 2020.
- [20] S. P. Robbins and T. A. Judge, “Perilaku Organisasi, Jakarta: Salemba Empat,” 2017.
- [21] K. A. Widyaputra and A. A. S. K. Dewi, “Pengaruh Motivasi Intrinsik Terhadap Kepuasan Kerja Dan Kinerja Karyawan Pada PT Bussan Auto Finance.” Udayana University, 2017.
- [22] A. Taufiq, “Pengaruh Motivasi Intrinsik terhadap Kinerja Karyawan dengan Kepuasan Kerja dan Disiplin Kerja sebagai Variabel Mediasi pada Badan Pusat Statistik Kabupaten Magelang,” *JBTI J. Bisnis Teor. dan Implementasi*, vol. 7, no. 2, pp. 158–178, 2016.
- [23] A. Nurcahyo, “Analisis Variabel-Variabel Yang Mempengaruhi Kinerja Karyawan Pada PT. Quadra Mitra Perkasa Balikpapan,” *J. Eksis*, vol. 7, no. 2, pp. 1972–1982, 2011.
- [24] M. Mundakir and M. Zainuri, “Pengaruh Kompensasi dan Motivasi terhadap Kinerja Pegawai Negeri Sipil dengan Kepuasan Kerja sebagai Variabel Intervening,” *Bus. Manag. Anal. J.*, vol. 1, no. 1, pp. 26–36, 2018.
- [25] K. Kartono, “Pemimpin dan kepemimpinan, Jakarta: PT,” Rajawaliografindo Persada, 2011.
- [26] T. Meutia and E. Andriani, “Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan PT. PLN (persero) Wilayah I Aceh dengan Komitmen Organisasional sebagai Variabel Mediasi,” *J. Penelit. Ekon. Akunt.*, vol. 1, no. 1, pp. 15–33, 2017.
- [27] M. Y. Pradita, “Pengaruh kompensasi, gaya kepemimpinan dan karakteristik tenaga pemasar terhadap motivasi dan kinerja tenaga pemasar pada pt. Bank rakyat indonesia (persero) tbk. Cabang jombang,” *J. Bisnis dan Manaj.*, vol. 4, no. 2, 2017.
- [28] I. K. Ardana, N. W. Mujianti, and I. W. M. Utama, “Manajemen Sumber Daya Manusia, edisi pertama, penerbit Graha Ilmu.” Yogyakarta, 2012.
- [29] F. A. Puspitasari, I. Nursyamsi, and W. Rasjid, “Pengaruh Kompensasi, Kepemimpinan Transformasional, dan Komitmen Organisasi terhadap Kinerja Karyawan Melalui Kepuasan Kerja,” *Hasanuddin J. Appl. Bus. Entrep.*, vol. 1, no. 3, pp. 51–67, 2018.
- [30] A. Nurhuda, S. Sardjono, and W. Purnamasari, “Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Lingkungan Kerja Terhadap Motivasi Dan Kinerja Karyawan Rumah Sakit Anwar Medika Jl. Raya Bypass Krian Km. 33 Balongbendo–Sidoarjo,” *IqtishadEQUITY J. Manaj.*, vol. 1, no. 1, 2020.
- [31] L. Lusri and H. Siagian, “Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan Pt . Borwita Citra Prima Surabaya,” *Agora*, 2017.
- [32] S. Hidayat, A. R. Lubis, and M. S. A. Majid, “Pengaruh gaya kepemimpinan, kerjasama tim dan kompensasi terhadap kinerja karyawan melalui kepuasan kerja pada PT. Dunia Barusa Banda Aceh,” *J. Perspekt. Ekon. Darussalam*, vol. 5, no. 1, pp. 84–98, 2019.