

# Diálogos

ISSN 2177-2940

## Leadership Style, Compensation and Training Influence on Job Satisfaction and Its Implications on Employee Performance

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**Abstract:** Employee satisfaction at PKS PT. Ciliandra Perkasa, Kampar Regency is the focus of this study, which investigates the link between leadership style, remuneration and training. This study relied on both primary and secondary data sources, including surveys, research files, observations, and interviews. This study's research population includes 104 people who work in the sorting/weigh/process/maintenance/laboratory divisions. Structural Equation Modeling (SEM) was utilized to assess the data. According to the findings, leadership style, compensation, and training all had a direct effect on job satisfaction. The leadership style, remuneration and training, and overall job satisfaction all have an impact on an organization's ability to do its best work.

**Keywords:** Leadership Style, Compensation, Training, Job Satisfaction, Employee Performance.

### INTRODUCTION

Employees are a company's most important asset, and their success is directly tied to the company's growth and long-term viability (Saputra, 2017). As a result, leaders must focus on the quality of their workforce, including training, career development, and employee well-being, in the hopes that employees will improve their performance and use their full potential to achieve the company's goals, including maximizing profits and surviving in an increasingly competitive market (Siagian & Khair, 2018).

Employee performance is a measure of how well employees fulfill their job responsibilities over the course of a given time period, and it is tied to the company's core values (William et al., 2020). A worker's abilities, knowledge, skills, and approaches all have a role in their performance (Gultom et al., 2019). The main factors of problems in terms of employee performance are how much quantity of production can be produced, how good is the quality of production, daily working conditions that should be conducive, work security that is always maintained and the effectiveness of employees' work in carrying out the assigned tasks, the level of employee independence and employee commitment to always survive and strive to achieve company goals (Zikri et al., 2018). All of these things lead to the level of production achievement that can be produced.

The development of the amount of CPD production of PT. Ciliandra Perkasa in the last five years, in Table 1.

**Table 1: CPD Production at PKS PT. Ciliandra Perkasa Kampar Regency, 2016-2020**

No	Year	Land Area (Ha)	Production (Kg) / Year		Target Achievement (%)
			Target	Realization	
1	2016	5891,04	144.875.288	134.316.466,08	92,71
2	2017	5891,04	144.875.288	142.467.786,24	98,34
3	2018	5964,77	144.875.288	140.888.654,89	97,24
4	2019	5964,77	144.875.288	126.544.342,78	87,34
5	2020	5964,77	144.875.288	122.414.098,07	84,49

Source: PKS PT. Ciliandra Perkasa Kampar Regency, 2021

From Table 1 above, it can be seen that in the last five years, the percentage of CPO production results has been in the good category but the realization has not reached the predetermined target. This is because the amount of FFB raw material receipts to be processed is determined by season and weather conditions which have an impact on the amount of FFB yields such as summer which causes the fruit to experience a track. This condition indicates that the performance results achieved by employees are not optimal in carrying out all company activities which include the process of procuring FFB raw materials, weighing, loading room, sterilizer, threshing, stirring, crushing and refining CPO.

Job satisfaction is a measure of the pleasure felt by workers based on the type of work, the work achieved, the form of supervision and the sense of relief felt by the employee (Muspiron et al., 2020). The main factor in the problem of job satisfaction is the suitability of the type of work by comparing the workload and the compensation received, the completeness of facilities and the presence or absence of opportunities for employees to improve their positions within the company, and the comfort felt by employees because of the support from colleagues (Nurcahyani & Dewi Adnyani, 2016). The results of a preliminary survey on 10 respondents on employee job satisfaction at PKS PT. Ciliandra Perkasa as shown in Table 2.

**Table 2: Respondents' Responses to Employee Job Satisfaction at PKS PT. Ciliandra Mighty, Year 2021**

No	Job Satisfaction Indicator	Scale					Average
		STB	TB	KB	B	SB	
1	Type of job given	3	4	2	1	-	2,00
2	Accepted facilities	4	4	2	-	-	1,80
3	Job promotion	1	2	5	1	1	2,90
4	Dominant supervisor	1	3	6	-	-	2,50
5	Work colleague	-	-	4	3	3	3,90
<b>Amount</b>		<b>9</b>	<b>13</b>	<b>19</b>	<b>5</b>	<b>4</b>	<b>13,1</b>
<b>Average</b>		<b>1,80</b>	<b>2,60</b>	<b>3,80</b>	<b>1,00</b>	<b>0,80</b>	<b>2,62</b>

Source: Processed Data, 2021

Table 2, explains that employee satisfaction assessed from indicators of the type of work provided, facilities received, promotions occupied, dominant supervisors and supportive co-workers are in the bad category or employees still feel dissatisfied at work. Employee performance is not optimal and employees are not satisfied at work can be caused by several factors such as leadership style, work discipline, competence, compensation, work loyalty, commitment, motivation and training (Yunsepa, 2018). The results of a survey conducted on 10 respondents on the dominant factors affecting employee satisfaction and performance are shown in Table 3.

**Table 3: Indicated Factors Affecting Job Satisfaction and Employee Performance at PKS PT. Ciliandra Mighty, Year 2021**

No	Factors	Scale					Average
		SB	B	CB	TB	STB	
1	Leadership Style	1	1	5	2	1	2,90
2	Work discipline	8	2	-	-	-	4,80
3	Competence	6	4	-	-	-	4,60
4	Compensation	-	-	6	3	1	2,50
5	Work loyalty	8	2	-	-	-	4,80
6	Commitment	5	3	2	-	-	4,30
7	Work motivation	6	4	-	-	-	4,60
8	Training	-	-	2	5	3	1,90

Source: Processed Data, 2021

Table 3, explains that the factors of discipline, competence, work loyalty, commitment and work motivation of employees are very good. However, the leadership style is still not good and the compensation received by employees is in the bad category. This condition indicates that the assessment of leadership style, compensation and training factors is not optimal so that these three factors are indicated to have an impact on employee satisfaction and performance (Naa'imah & Farida, 2021).

To sum up, according to Sukanada (2010)'s findings, leadership has a positive, significant impact on employee performance, indicating that there is a positive value relationship between leadership and employee performance, with better leadership leading to improved performance for employees and vice versa. Teachers in Ibom Akwa State's Agricultural Science secondary schools, according to Ben (2012)'s research, place a high value on leadership as a predictor of work success. According to Bass et al. (2003) and Locander et al. (2002), another element that influences employee performance and organizational ability to adjust to external changes is a leadership aspect.

The extent to which a leader's followers achieve the goals or expectations of the leader will be determined by how the leader guides his followers. In the context of the link between salary and productivity Carlson et al. (2006) discovered that competitive cash pay can have a favorable impact on company performance. Leadership has a major impact on employee interactions and job happiness, according to Yang (2009). Humanitarian-oriented leadership has been shown to boost employee job satisfaction by Vries (1998), while research conducted by Huei (2012) demonstrated that excellent leadership has a considerable positive impact on employee job happiness.

A research challenge is defined as follows: whether or not leadership style, remuneration, and training affect work satisfaction; and whether or not employee performance is affected by the factors of leadership style, compensation, training, and job satisfaction. As a result, the goal of this study is to determine and analyze the relationship between leadership style, compensation, and training on job satisfaction, as well as the relationship between performance and job satisfaction on PKS PT's performance, among other things. The Ciliandra Perkasa Kampar Regency is located in Kampar, Indonesia.

## **LITERATURE REVIEW**

### **Leadership Style**

According to Nyoto (2019), a person's leadership style is a set of behavioral norms that they employ when attempting to influence the conduct of others. According to Khaerul (2012), leadership style is the manifestation of the ability to persuade someone to do or not do something through exerting influence. This is why effective leadership includes the active use of abilities to influence other parties as well as the achievement of the organizational objectives that have been established. Elements of leadership such as someone or more who function to lead is called a leader leader, there are other people who are led, there are activities that move other people carried out by influencing and directing their feelings, thoughts and behavior and the existence of goals to be achieved that are formulated systematically.

This type of leadership is defined by Cardoso (2013) as a type of leadership style that is utilized by a leader to influence and direct other individuals or subordinates to accomplish a goal. Everyone has a unique style of leadership and it does not have to be greater or worse than other types of leadership. In addition, Simamora (2014) argues that a leader's leadership style is a tool for swaying subordinates. Leaders are known by their leadership style, which is defined by the way they influence their subordinates and the actions they take when working with others to achieve their goals.

Leadership style, according to some of these experts, is the manner a leader communicates, engages with others, and persuades others to accomplish something. The drive, power, or focus on a certain task or person might dictate the style adopted by an individual (Iswanto, 2019). Essentially, a leader's leadership style is a representation of the leader's understanding of his or her abilities to lead. The indicators of leadership style in this study are (1) communication style, (2) innovation style, (3) motivating style, (4) supervisory style, (5) delegation style, (6) exemplary style, (7) integrity and leadership style. (8) transparency style.

### **Compensation**

According to Suwatno (2016), remuneration is the primary incentive or motivation for an individual to work in the form of salaries, allowances, or bonuses. This means that employees will utilize their expertise, skills, energy, and time for goals other than dedicating or devoting themselves to the organization, such as rewards or remuneration for the outcomes achieved. Salary/wages are taken into account by management since they are the primary component of the production and operations division, describing the performance of compensated employees and determining their ability to recruit employees with specific characteristics. Additionally, Ahmad (2011) defines remuneration as something that employees receive in exchange for their labor contributions to the organization. This compensation encompasses

all forms of remuneration, whether monetary or non-monetary, routine or non-routine. Salary/wages, position allowances, special allowances, bonuses related to or unrelated to work performance and organizational performance, intensive as an accomplishment award, and various sorts of support delivered on a regular basis include direct pay. Indirect advantages include facilities, health care, pension funds, and wages paid during disaster relief leave, among others.

Alwi (2011), compensation is all forms of rewards both financial and non-financial in nature obtained from members in a health service as part of a medical relationship. Compensation received by doctors is divided into two, namely financial and non-financial. Compensation that is direct and indirect. Compensation that is financial in nature is compensation related to material such as salaries, benefits, insurance. While the non-financial ones are in the form of awards that are interpersonal in nature such as relationships with superiors, co-workers, work environment, social status, easy relationships because of the work and also a sense of pride in the work they have.

From some of the opinions of these experts, it can be concluded that compensation is a person's main encouragement or motivation to work in the form of salaries, allowances or bonuses and so on. Compensation given to employees is an important element of work relations and often creates problems in industrial relations. The compensation indicators in this study are (1) basic salary, (2) allowances, (3) bonuses, (4) insurance, (5) overtime premiums, (6) vehicle operating costs.

### **Training**

An organization's training needs can be met by systematic and deliberate efforts to alter or build new knowledge, skills and attitudes (Donni, 2016). An employee's training allows them to learn new skills and talents that will allow them to do their duties more effectively and efficiently as well as increase their productivity. It is intended that employee training will enable them to fulfill the company's ideal requirements. Another point brought up is that training is a short-term educational process in which nonmanagerial employees learn technical knowledge and abilities for a specific goal using systematic and organized methods.

Wibowo (2016), professional employees seem to be a dream for every company, where employees are a factor that plays an important role in the company. Through training, it is expected that employees can meet the ideal standards set by the company with the potential of an employee, both skills, knowledge and attitudes that can be improved during training. As Miftah (2012) points out, training is a form of education that focuses on acquiring and improving abilities outside of the educational system in a relatively short period of time and using techniques that emphasize practice over theory rather than theory. In order to advance as a business, every company must provide opportunities for employee growth and development. It is necessary to organize training and development programs such as new employees and old employees, lack of preparation in hiring new employees, new facilities provided in certain activities, inventions or new tools and methods, supervisors, administrators, relations with other companies.

From some of the opinions of these experts, it can be concluded that training is an effort made by company management in increasing the potential of an employee both skills, knowledge and attitudes within the company so that employee work results will improve in achieving each work target that must be carried out. The compensation indicators in this study are (1) instructors, (2) participants, (3) materials, (4) methods and (5) targets.

### **Job Satisfaction**

If you work, you should expect to be satisfied with your location of employment. (Karyoto, 2017) Essentially, job happiness is a personal matter, as each person's values will dictate how satisfied they are with their job. Satisfaction at work is correlated with the degree to which it fulfills a person's own preferences. Moreover, according to Alma (2012), the gap between the number of rewards workers receive and the amount they believe they should earn is a sign of their overall attitude toward their work. Emotional well-being of an employee can also be referred to as a measure of job satisfaction, and it is dependent on whether or not the person's desired level of compensation is met by their employer.

In the workplace, job satisfaction refers to how happy an individual is with his or her job and the tasks that come with it. A person's level of happiness at work is a measure of how satisfied they are with the many components of their work environment at the company where they work. In other words, job satisfaction is related to an employee's psychological well-being, which is influenced by his or her environment (Fathoni, 2016). As a result, job satisfaction can

be defined as an emotional attitude that is positive and enthusiastic about the work that he is engaged in accomplishing. Workplace job satisfaction refers to the enjoyment one gets from one's employment as a result of meeting or exceeding one's work objectives, being properly placed and treated, and working in a pleasant atmosphere. Those employees who are satisfied with their employment will prioritise their work over their salaries or remuneration. Paying employees based on the amount of labor they put in will make them more contented (Wilson, 2012).

From some of the opinions of these experts, it can be concluded that job satisfaction is a positive attitude shown by employees towards their work, so that employees can work happily without feeling burdened with the work and provide optimal results for the company. The indicators of job satisfaction in the study these are (1) job suitability, (2) facilities, (3) promotions, (4) supervisors and (5) coworkers.

### Employee Performance

Employees' level of success in performing their work is referred to in English as job performance, actual performance, or level of performance. Talent, skill, and ability aren't individual characteristics; they're just expressions of those characteristics. A person's ability manifests itself in the shape of a job well done. Employees' performance is based on the amount of effort they put in to accomplishing the duties and responsibilities assigned to them by their employer. Furthermore, Yayat (2017) indicates that both the employer and the workers want to improve their performance. Achieving a goal relies heavily on one's ability to perform. Good team or individual performance results in maximum goal achievement. Employee productivity depends on a variety of elements, including incentives, motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, job design, and several other considerations.

Performance, according to Wirawan (2015), is the output provided by the functions or indicators of a job or a profession over a given period of time. Remuneration and job motivation can boost employee performance because employees' passion, eagerness, and thoroughness at work are maximized, focused, and disciplined when compensation is provided by the organization. Meanwhile, according to Sutrisno (2012), employee performance is managed and utilized, as well as developed to its full potential in the workplace in order to help the organization achieve its goals and promote the personal growth of its employees. When it comes to employee performance, a person or group of employees in an organization accomplishes work in line with their authority and responsibility in order to achieve goals.

It can be stated that employee performance is the accomplishment of workers' work connected to their tasks and responsibilities to the organization, as expressed by some of these experts. In order for the firm to be able to compete with other companies, it is expected that the company's performance would be recognized as high quality. Each person's performance differs from that of their peers in terms of their degree of knowledge, abilities, and motivation, as well as their group's overall performance. The employee performance indicators in this study are (1) quality, (2) quantity, (3) working conditions, (4) security, (5) effectiveness, (6) independence and (7) commitment.

### Variable Operational Definition

The Operational Definitions of Variables in This Study Are as Shown in Table 4

**Table 4. Definition of Operational Variables**

Variable	Variable Definition	Indicator	Scale
Leadership Style (X <sub>1</sub> )	The manner in which a leader acts, communicates, and interacts with others in order to persuade others to do something.	Communication style Innovate style Motivating style Supervision style Delegation style Exemplary style Integrity Style Transparency Style	Interval

Compensation (X <sub>2</sub> )	The main impetus or motivation of a person to work in the form of salary, allowances or bonuses and so on.	1. Salary 2. Allowance 3. Bonus 4. Insurance 5. Overtime premium 6. Vehicle Operation Fee	Interval
Training (X <sub>3</sub> )	An effort made by the management of the company in increasing the potential of employees, both skills, knowledge and attitudes within the company	1. Instructor 2. Participants 3. Material 4. Method 5. Target	Interval
Satisfaction Work (Y <sub>1</sub> )	Employees' positive attitude toward their employment, allowing them to work pleasantly and without feeling overwhelmed by their labor.	1. Job suitability 2. Facilities 3. Promotion 4. Supervisor 5. Coworkers	Interval
Employee Performance (Y <sub>2</sub> )	With strong staff performance, the company is expected to be able to compete with other businesses and establish a reputation for superior performance.	1. Quality 2. Quantity 3. Working conditions 4. Security 5. Effectiveness 6. Independence 7. Commitment	Interval

## **METHODS**

In this study, the researchers visited PKS PT. Ciliandra Perkasa, Kampar Regency, which is located in Siabu Village, Salo District, Kampar Regency and conducted the research. The research will take place between February and May of 2021. The participants in this study were all PKS employees of PT. Ciliandra Perkasa in Kampar Regency, a total of 104 people who were all used as samples in this study. A validation test, according to Sugiyono (2017), demonstrates the degree of accuracy between the data that actually occurs on the object, and the data collected by researchers in order to determine the validity of an item; it also correlates the individual item score with that of all other items in the set of data. If the coefficient between the items and the total items is equal to or greater than 0.3, then the item is deemed legitimate, and vice versa if the coefficient is less than 0.3, the item is ruled invalid. The validity test of this research plan was conducted using the SPSS version 21.0 software, which was utilized to calculate the coefficient value. The bare minimum criteria for an instrument item to be regarded valid is that it has a valid index value, which is the validity index value 0.3. (Sugiyono, 2017). Furthermore, the reliability test is carried out, and the purpose of this study is to carry out statistical testing of Cronbach's Alpha to determine dependability. If the Cronbach's Alpha is greater than 0.7, the item is considered to have a suitable level of reliability; on the other hand, if the correlation coefficient is less than 0.7, the item is considered to be less trustworthy. Then, using the SEM model, hypothesis testing is carried out, with the following model being used:

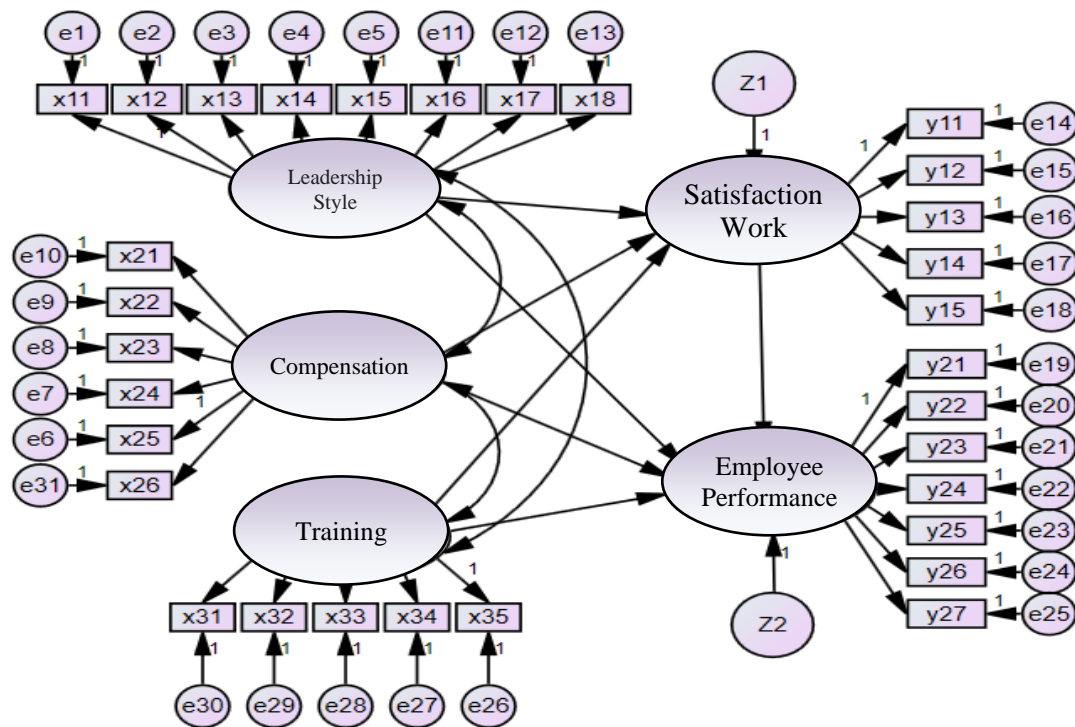


Figure 2. Path Diagram

From the path diagram above, it can be translated in the form of a function or equation, namely:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \quad (1)$$

$$Y_2 = \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 Y_1 \quad (2)$$

### Testing Path Analysis in Structural Equation Modeling (SEM)

Sewall Wright, a geneticist, invented path analysis in the 1920s. The path analysis model is used to examine the pattern of relationships between variables in order to ascertain the direct or indirect effect of a collection of exogenous independent variables on the dependent variable (endogenous) (Ghozali, 2016).

### Testing Goodness of Fit

At this stage, testing is carried out on the suitability of the model through a study of various criteria of goodness of fit. Several important measures in evaluating the goodness of fit criteria:

Table 5. Assessment of the Goodness of Fit Index Model Criteria

No	Goodness of Fit Index	Cut of Value
1	Chi Square	Expected Small
2	Significan Probability	> 0,05
3	CCMIN/df	< 2,00
4	GFI	> 0,90
5	AGFI	> 0,90
6	TLI	> 0,95
7	CFI	> 0,95
8	NFI	> 0,90
9	IFI	> 0,95
10	RMSEA	< 0,08

Source: Singgih, 2011

**Measurement Model Fit**

An instrument is reliable if it has a Cronbach alpha coefficient above 0.60. The reliability test in SEM is formulated as follows (Ghazali, 2017).

$$Construct\ Reliability = \frac{(\sum Std\ Loading^2)}{(\sum Std\ Loading^2) + \sum \epsilon_j^2} \quad (3)$$

$$Construct\ Extracted = \frac{(\sum Std\ Loading^2)}{(\sum Std\ Loading^2) + \sum \epsilon_j^2} \quad (4)$$

Information:

$\sum$  standard loading, obtained from standardize loading for each indicator

$\sum \epsilon_j^2$  is the measurement error of each indicator.

**RESULTS AND DISCUSSION**

All statement items in this study have a Corrected Item-Total Correlation > 0.3, which means that testing the validity of the variables of leadership style, compensation, training, job satisfaction, and employee performance is safe. A statement item used to measure an indication on a variable in this study has been declared valid, hence the testing requirements of this study have been met. Tests for dependability were also conducted, with positive outcomes given in Table 6.

**Table 6. Instrument Reliability**

Variable	Cronbach's alpha	Criteria	Information
Leadership Style	0.861	0.700	Reliabel
Compensation	0.906	0.700	Reliabel
Training	0.828	0.700	Reliabel
Job Satisfaction	0.861	0.700	Reliabel
Employee Performance	0.851	0.700	Reliabel

Source: Processed Results of SPSS 21, 2021

The table above shows that all the variables studied are categorized as high because Cronbach's alpha value is above 0.7. This means that the level of reliability or the level of confidence of the variables used to measure each variable is reliable and can be used for further analysis. Thus, it can be concluded that the reliability test of the questionnaire in this study did not find any obstacles, so that the requirements in this study were met. Furthermore, the Discriminant Validity Test was carried out and the results can be seen in table 7.

**Table 7. Discriminant Validity**

Variable	Construct Reliability	Variance Extracted
Leadership Style	0.919	0.587
Compensation	0.915	0.662
Training	0.857	0.552

Source: AMOS Processed Products, 2021

The discriminating validity test is performed by comparing the root value of each construct's AVE score to the correlation between the constructs and other constructs. The AVE number should be larger than 0.5. The findings of this study reveal that the Variance Extracted value for each construct increases with the correlation between the constructs and other constructs, implying that it has a high degree of discriminant validity. On the basis of the data acquired, the theoretical model presented in the path diagram is assessed. The degrees of freedom computed as given in Table 8.

**Table 8. Computation of Degrees of Freedom**

Number of distinct sample moments:	496
Number of distinct parameters to be estimated:	84
Degrees of freedom (496 - 84):	412

Source: AMOS Processed Products, 2021





This table reveals that the model's df value is 496. Having a positive df value implies that the model is included in the over identified category. Therefore, the data analysis can proceed to the following step. The following are the structural model goodness of fit test results, followed by a discussion of their significance:

**Table 9. Goodness Of Fit Indices Test**

<i>Goodness of Fit Index</i>	<i>Cut of Value</i>	<b>Analysis Results</b>	<b>Model Evaluation</b>
Chi-Square	Smaller than Chi-Square table (104;0,05) = 128.804	491.723	Marginal
<i>Signifikan Probability</i>	≥ 0.005	0.006	Fit
CCMIN/df	< 2.00	1.194	Fit
GFI	≥ 0.90	0.790	Marginal
AGFI	≥ 0.90	0.747	Marginal
TLI	≥ 0.95	0.964	Fit
CFI	≥ 0.95	0.973	Fit
NFI	≥ 0.90	0.773	Marginal
IFI	≥ 0.95	0.967	Fit
RMSEA	0.05 - 0.08	0.063	Fit

Source: AMOS Processed Products, 2021

Chi-Square is very sensitive to sample size. The X value in this study is 466,401 with a probability of 0.003, the Chi-Square result shows that the non-hypothesis stating the model is the same as the empirical data is accepted, which means the model is fit. From the overall goodness of fit measurement above, it indicates that some models are already in the fit category (good), so that the proposed model can be accepted.

### Test Measurement Model Fit

From the measurement model test results, the chi square results are 491.723, the degrees of freedom are 412 and the probability is 0.006. The test results on the model hypothesis indicate that this model is in accordance with the data or good for the data used in this study. The value of Chi Square obtained is 491.723 and is affected by the value of the degree of freedom. In this study the value of the degree of freedom is 303 and if the value of the degree of freedom is smaller then the value of chi square will decrease.

The results of the equation structure in this study are as follows:

**Equation Structure 1:**  $Y_1 = 0,364X_1 + 0,293X_2 + 0,383X_3$  from the results of the Derivative Equation (1).....(5)

**Equation Structure 2:**  $Y_2 = 0,260X_1 + 0,245X_2 + 0,286X_3 + 0,470Y_1$  from the results of the Derivative Equation (2).....(6)

Additionally, the results of the equation structure indicate that the leadership style variable has a positive relationship with job satisfaction, with a coefficient of 0.364. This means that if the leadership style is increased by one unit while other variables remain constant, job satisfaction will increase by 0.364 units. This can be read to mean that the more effective the leadership style, the greater the improvement in employee work satisfaction, which is exactly what should happen. Compensation has a positive connection with job satisfaction of 0.293, which suggests that if compensation is increased by one unit while other parameters remain constant, job happiness can increase by 0.293 units. This might be read as meaning that the higher the remuneration, the greater the job happiness of employees, which is exactly what should be the case. The training variable has a positive connection with work satisfaction of 0.383 units, which suggests that if training is increased by one unit while other factors remain constant, job happiness can increase by 0.383 units. Thus, it may be concluded that the more the intensity of training, the greater the improvement in employee work satisfaction, and that this should be done.

The leadership style variable has a positive association with employee performance, specifically 0.260, which implies that increasing the leadership style by one unit can raise employee performance by 0.260 units, providing other factors remain constant. This might be read to mean that the more effective the leadership style, the more employee performance will improve, which is exactly what should happen. Remuneration has a positive association with employee performance equal to 0.245, which means that if compensation is increased by one unit while other variables remain constant, employee performance can increase by 0.245 units. As a result, it may be concluded that the greater the salary, the higher the employee's performance, and hence the higher the compensation should be. The training variable

has a positive connection with employee performance, precisely 0.286, which suggests that increasing training by one unit can raise employee performance by 0.286 units, providing other factors remain constant. Thus, it can be concluded that the more the intensity of training, the greater the improvement in employee performance, which is as it should be. Additionally, job happiness has a positive link with employee performance equal to 0.470, which suggests that if job satisfaction increases by one unit while other variables remain constant, employee performance can increase by 0.470 units. Thus, the more satisfied employees are, the more likely they are to increase employee performance, and thus should.

The results of hypothesis testing can be seen in Table 9:

**Table 9. Regression Weights**

Hypothesis	Exogenous Variable		Endogenous Variable	CR	p-value	Conclusion
H1	Leadership Style	---->	Job Satisfaction	2.754	0.009	Take Effect
H2	Compensation	---->	Job Satisfaction	2.495	0.013	Take Effect
H3	Training	---->	Job Satisfaction	2.840	0.005	Take Effect
H4	Leadership Style	---->	Employee Performance	2.562	0.011	Take Effect
H5	Compensation	---->	Employee Performance	2.078	0.040	Take Effect
H6	Training	---->	Employee Performance	2.050	0.044	Take Effect
H7	Job satisfaction	---->	Employee Performance	3.505	0.000	Take Effect

Source: AMOS Processed Products, 2021

Based on the data presented in the table above, it can be tested on the seven research hypotheses as follows:

Based on the results of the test of the leadership style variable on job satisfaction, which demonstrate that the significance value is less than the alpha value of 5% or  $0.009 < 0.050$ , it can be concluded that leadership style does indeed have an effect on employee job satisfaction at PKS PT. Ciliandra Perkasa, Kampar Regency. The findings of testing the compensation variable on job satisfaction indicate that the significant value is less than the alpha value of 5% or  $0.013 < 0.050$ , indicating that compensation does have an effect on employee job satisfaction at PKS PT. Ciliandra Perkasa, Kampar Regency. Based on the findings of testing the training variable on work satisfaction, which demonstrate that the significance value is less than the alpha value of 5% or  $0.005 < 0.050$ , it can be concluded that training does have an influence on employee job satisfaction at PT. Ciliandra Perkasa, Kampar Regency.

The findings of the test of the leadership style variable on employee performance indicate that the significant value is less than 5% or  $0.011 < 0.050$ , implying that leadership style does have an effect on employee performance. The findings of the pay variable testing on employee performance indicate that the significant value is less than the alpha value of 5% or  $0.040 < 0.050$ , implying that compensation does have an effect on employee performance at PKS PT. Ciliandra Perkasa, Kampar Regency.

The findings of the testing of the training variable on employee performance indicate that the significance value is less than the alpha value of 5% or  $0.044 < 0.050$ , implying that training does have an effect on employee performance. The findings of the job satisfaction test on employee performance demonstrate that the significance value is less than the alpha value of 5% or  $0.000 < 0.050$ , implying that work satisfaction has an effect on employee performance at PKS PT. Ciliandra Perkasa Kampar Regency.

## RESEARCH DISCUSSION

### Leadership Style Affects Job Satisfaction

The findings of this study show that leadership style has an impact on employee work satisfaction, regardless of whether the leadership style is excellent or bad. A good leadership style in overseeing will make the work atmosphere more suitable for employees, allowing them to carry out their work in line with their particular fields, because the leader has a vital function. As a result of their improved well-being, employees will be happier at work. Employee job satisfaction at PT Wilmar Nabati Indonesia Gresik was found to be influenced by a leader's leadership style, according to Syasindy (2019). Similarly, Laurensius (2017) found that leadership style has an impact on employee job satisfaction at PT. Balina Agung Perkasa, based on his research (BAP). A recent study by Yanoto (2018) found that the leadership style of PT. Nutrifood Indonesia in Surabaya has an effect on employee work satisfaction. This is based on the findings of three prior research, which show that the quality of leadership style has a direct effect on employee work satisfaction in a business.

### **Compensation Affects Job Satisfaction**

The findings of this study suggest that remuneration has an impact on employee work satisfaction, which means that the amount of money that employee receives has a direct effect on their degree of job happiness. If an employee's salary is due on the 4th of the month, then the company will expedite it one day before a holiday in order to keep its promise to pay them on time. This is because of their company's commitment to providing employee salaries at a predetermined time and directly to their bank account number. Muspiron, Hairudinor, and Agus Febrianto (2020) found that salary has a substantial impact on job satisfaction for employees of PT. Three Kapuas Leaves, based on their research. Saputra (2017) also found that remuneration has a substantial impact on employee work satisfaction at PT. Kencana Persada Nusantara. According to research by Yunsepa (2018), pay at the Sogm Factory at PT. Minanga Ogan Plantation, South Sumatra-Lampung Region, has an impact on employee job satisfaction. According to the findings of these three previous research, employee job satisfaction is positively correlated with compensation levels, with higher compensation levels having a greater impact on this relationship.

### **Training Affects Job Satisfaction**

The findings of this study reveal that training has been shown to have an effect on employee work satisfaction, which means that increasing or decreasing the intensity of training has been shown to have an effect on the degree of job satisfaction experienced by employees. This is because whenever leadership conducts training, the information to be provided is always tailored to the issues currently confronting employees. This means that the more frequently employees attend training, the more their knowledge, abilities, skills, and professionalism increase at work. As a result, any problems or obstacles encountered in the workplace can be overcome through training, which has a positive effect on employee job satisfaction because the job will be performed properly and in accordance with the instructions. Ampuleng (2016) previously released the findings of the same study, concluding that training has been shown to improve employee job satisfaction at PT. Sumber Cipta Multiniaga Makassar Branch. Muda Ibnu Adam Simatupang (2017) reached the same conclusion in his research, stating that training has been demonstrated to improve employee job satisfaction at PT. Perkebunan Nusantara III (Persero) Medan's Division of Information Technology, Business Transformation, and Risk Management. Additionally, the findings of Mirza Yusfa Munawir's (2017) research, which found that training had an effect on job satisfaction at PT. Asahan Indah Palm Oil in Rokan Hulu Regency. The findings from these three previous studies indicate that whether or not employees participate in training has an effect on employee job satisfaction within the organization, such that the more frequently employees participate in training, the greater the impact on employee job satisfaction, and vice versa.

### **Leadership Style Affects Employee Performance**

In other words, whether a corporation has a good or bad leadership style, it has an effect on how well its employees perform in terms of reaching its goals, according to the study's findings. As a result, the amount and quality of CPD and kernel produced will rise as a result of the leadership's ability to carry out the supervision in line with work regulations. Toto Iswanto (2019) conducted a similar study and found that leadership style has an impact on staff performance at PT. Perkebunan Nusantara XIII Palm Oil Mill Unit (PKS). PT. United Motors Center Basuki Rahmat Surabaya, Zahrotul Ulum Naa'imah's (2021) research found that leadership style has an impact on staff performance. Furthermore, Tomy Sun Siagian and Hazmanan Khair (2018) found that leadership style has a direct impact on employee performance at PT. PLN (Persero) North Sumatra Development Main Unit in their research. According to the findings of these three previous research, the effectiveness of a leader's leadership style has a direct correlation to the level of productivity attained by the organization's employees, and vice versa.

### **Compensation Affects Employee Performance**

According to the findings of this study, compensation has been shown to have an impact on employee performance, i.e., whether employees are paid well or poorly has an effect on their ability to meet company objectives. Due to the fact that employees don't work willingly, their main goal in working is to receive pay, which they can then utilize to fulfill their wishes or requirements. If an individual feels his or her remuneration is still inadequate, he or she will not perform to their full potential and the leadership must take this into consideration. In the same study, both Ni



Made Nurcahyani and IGA reported the same findings. Dewi Adnyani (2016) concludes that PT. Sinar Sosro Bali Factory's performance has been influenced by compensation. PT. Daria Dharma Pratama Air Berau Estate employees' performance was influenced by compensation, according to Merta Kusuma, Sri Ekowati, and Ipan Wahyudi (2019). Furthermore, M. Afdal Zikri, Yelfiarita, and Darnetti (2018) found that harvesters at PTPN III Sei Silau Plantation Afdling III, Asahan Regency, North Sumatra Province performed better when they received compensation. the higher an employee's pay, the greater the effect on their performance, and vice versa.

### **Training Affects Employee Performance**

To put it another way, whether or not employees participate in training has a direct impact on their ability to meet the company's goals, according to the findings of this study's findings. The reason for this is that training will assist employees to develop more talents that will allow them to perform better, faster, easier, and with a greater quality of work and performance on the actual tasks or employees they encounter. As a leader, you must make sure that the topics offered by presenters or resource people are tailored to the needs of employees in order for this training to be effective. Employees will be more engaged in the training if the information are presented in a more appealing way. Sugianta Ovinus Ginting, Pioneer Pelawi, and Vivi Syahrani (2020) published the findings of a similar study, concluding that training at PT. Dami Mas Prosperous Kampar Riau affected employee performance. Debby Fransiska Gultom, Widya Wati, Junita Sinaga, and Della Ananda Putri (2019) also found that training has an impact on staff performance at PT. Perkebunan Nusantara II (Tanjung Morawa Medan) Palm Oil Production, based on their research. Training has been proved to improve the performance of PTPN VI personnel of the Ophir Sariak Unit, according to research by Hendri Rosa (2015). Employee performance in the workplace is positively impacted by both high and low levels of employee training intensity, as shown in these prior three studies. The more intense the training, the greater the positive influence on employee performance and vice versa.

### **Job Satisfaction Affects Employee Performance**

The results of this study indicate that job satisfaction is proven to have an effect on employee performance, meaning that high or low perceived job satisfaction will have an impact on the level of employee performance achievement in achieving company goals. This is because job satisfaction will become a benchmark for achieving psychological maturity so that employees will not be lazy at work and for the company, increasing employee job satisfaction is carried out in order to increase CPO and kernel production results as well as an effort to reduce costs through improving attitudes and behavior. employee behavior. In carrying out company activities, employee job satisfaction is formed because there is a good relationship between fellow employees so that employees become united in carrying out the tasks given. The results of the same research were once revealed by Angles Williams, Purnama Yanti Purba and Vina Prenita (2020), who in their research concluded that job satisfaction has been shown to have an effect on the performance of PT. Nasatech Everlasting Success. The results of the same study were also revealed by Nurintan Asyiah Siregar (2020), who in his research concluded that job satisfaction was proven to have an effect on the performance of employees of PT. Lingga Tiga Sawit Sigambal. Furthermore, Jos Irwan Tampubolon and B. Isyandi and Sri Indarti (2016), who in their research conclude that job satisfaction has been shown to have an effect on employee performance at the PT. Perkebunan Nusantara V Galuh River Business Unit. The results of these three previous studies indicate that high or low perceived job satisfaction will have an impact on the level of employee performance achievement in the organization so that employees feel satisfied, it will increasingly have a better impact on employee performance and vice versa.

### **CONCLUSION**

According to the findings of study, leadership style has an effect on job satisfaction and staff performance. This means that the more effective the leadership style, the more work satisfaction employees experience. Similarly, the more effective the leadership style, the higher the level of performance accomplished by personnel, and vice versa. Then it was established that salary has an effect on job satisfaction and performance. Appropriate remuneration might help employees feel more satisfied with their jobs. Compensation can also help employees enhance their performance or work results. Job happiness has a beneficial effect on an employee's performance and vice versa. Training has been

shown to improve employee performance and work satisfaction. The more effective the training, the more satisfied the employee, which will have an effect on the employee's performance. Finally, job satisfaction has been shown to influence employee performance. The more satisfied an employee is with his or her employment, the higher the employee's performance, and vice versa.

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