

**THE EFFECT OF COMPENSATION AND LEADERSHIP BEHAVIOR ON  
EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING  
VARIABLE**

**(Employee Study of PT PLN (Persero) UID Central Java & D.I. Yogyakarta)**



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**Abstract**

The objective of this study is to look at the impact of compensation and leadership style towards employee performance through job satisfaction. This research was carried out at PT PLN (Persero) UID Central Java & D.I. Yogyakarta. This research applies a quantitative approach with a sample of 116 employees, using sampling techniques through random sampling and analyzed utilizing *the Statistical Package for the Social Science* version 29. The results show that employee performance and job satisfaction are significantly affected by compensation and leadership behavior. Job satisfaction plays an important role in influencing employee performance and, furthermore, acts as a mediator between compensation, leadership behavior, and employee performance. These results suggest that fair compensation and supportive leadership behavior can increase job satisfaction, which further contributes to enhances employee performance.

**Keywords:** Compensation, Leadership Behavior, Employee Performance, Job Satisfaction

## INTRODUCTION

Human resources is one of the factors which shaping how successfully an organization attains its objectives. Within present-day organizations, human resources are considered a strategic asset that can create a competitive advantage. Effective human resource management allows organizations to achieve higher productivity and better quality of work because employees play a major role in the company's operations, the level of performance they produce is often used as a basis for assessing the success of human resource management (Na-Nan & Sanamthong, 2020).

Employee performance can be viewed as the outcomes of work accomplished in the implementation of tasks, which can be seen in terms of quality, quantity, and timely execution. Good performance shows that employees can successfully fulfil their duties in accordance with organizational standards and contribute to organizational productivity. Conversely, low performance can disrupt operational processes and reduce organizational effectiveness. Therefore, understanding the factors that affect employee performance is essential to maintain sustainable productivity (Diamantidis & Chatzoglou, 2019).

Compensation is one of the aspects of the organization that has a direct relationship with employee performance. This concept can be understood as a form of reward given by the organization in return for the contributions that employees have made. Providing fair and appropriate compensation can not only increase work motivation, but also foster a sense of appreciation and make employees more loyal to the company. Thus, a properly designed compensation system has the potential to encourage optimal employee performance improvement (Hasibuan & Azmy, 2022).

Leadership behavior is one of the elements that contribute to employee performance, especially through the role of job satisfaction as an intermediary. Effective leaders not only provide direction, but are also able to motivate and create a conducive work environment through clear communication and adequate support. High levels of job satisfaction in employees tend to be followed by a more positive work attitude and a stronger motivational drive, thus having an effect on better performance. Based on this, this research seeks to assess the impact of compensation and leadership behavior on employee performance through job satisfaction functioning as a mediator factor (Abbas, 2020; Phuong & Vinh, 2020).

The advanced and reliable equipment that the company has cannot work properly without the active contribution of human resources. The performance of PLN (State-Owned Electricity Company) employees as a state-owned enterprise is certainly also influenced by these needs. As one of the companies engaged in the provision of electricity in the form of power plants, PT PLN (Persero) is required to have good performance to be able to produce sufficient availability of electrical energy for the needs of the community. Table 1 below presents data obtained from PT PLN (Persero) UID Central Java & D.I. Yogyakarta during 2021–2025:

**Table 1.**  
**Achievement of Organizational Performance Values (NKO) and Operational Indicators for 2021-2025**

Number	Project period	Target	Organizational Performance Achievement (NKO)
1	2021	100	106,55
2	2022	100	104,66
3	2023	100	106,47
4	2024	100	107,08
5	2025	100	106,33

Source: KPI & NKO Achievement Report of PT PLN (Persero) Central Java and Main Distribution Unit of D.I. Yogyakarta for 2021-2025

Based on performance data from PT PLN (Persero) Central Java and the Main Distribution Unit of D.I. Yogyakarta for the 2021-2025 period, it shows that macro organizational performance shows that the achievement of Organizational Performance Value (NKO) is relatively stable and consistently higher than the company's goal. This achievement reflects that PT PLN (Persero) UID Central Java & D.I. Yogyakarta is able to maintain organizational performance at a good level and exceed the set performance standards. However, these achievements do not fully reflect the success of all performance indicators used in organizational assessments. Performance indicator data shows that there are still several indicators that have failed to achieve the objectives established by the firm. The performance indicator data is presented in Table 2.

**Table 2.**  
**Achievement of Operational Indicators in 2025**

Number	Performance Indicators	Target	Realization
<b>Accelerate Customer Connections</b>			
1	Connected Power Addition	850,62	1.022,20
2	Increased number of customers	354.375	<b>320.377</b>
<b>Budget Control</b>			
1	Control of the Use of the RKAP Budget	95-100	99,59
2	Absorption of funds and PMN	Not Rated	
3	Proposed Abolition of ATTB	173,04	<b>125,03</b>
4	Proposed Abolition of PRR	May 30, 2025	March 25, 2025

Source: KPI Report & Organizational Performance Value (NKO) PT PLN (Persero) Central Java and Main Distribution Unit of D.I. Yogyakarta in 2025

In terms of accelerating customer connections, the indicator of increasing the number of subscribers has not reached the target, with the realization of 320,377 out of the target of 354,375. This could be influenced by numerous operational factors, including limited resources, the complexity of service processes, and employee workloads in different areas

between units. In addition, the ATTB elimination indicator has not reached the target, with the realization of 125.03 from the target of 173.04. This condition shows that there is still homework in the aspect of asset management and the effectiveness of the administrative process that requires further attention.

This target has not been achieved in the indicator of increasing the number of customers related to contextual performance aspects compared to other performance indicators, namely task performance and counterproductive performance. This is because the success of increasing the number of customers depends not only on the technical ability of employees to make electrical connections, but also is influenced by work behavior outside of the main tasks, such as coordination between units, communication with customers, and willingness to help colleagues to speed up services. Meanwhile, the indicators of the proposed elimination of ATTB are more related to task performance, because the process requires thoroughness, compliance with administrative procedures, timeliness, and the ability to complete work according to standards.

According to the outcomes of the pre-research undertaken at PT PLN (Persero) UID Central Java & D.I. Yogyakarta, it was obtained that employee performance was not fully in optimal condition. Overall, the pre-study results showed an imbalance between variables, where compensation was relatively better than employee performance, leadership behavior, and job satisfaction. This condition shows that relatively adequate compensation has not been able to optimally increase job satisfaction and employee performance. This reinforces the argument that employee performance is influenced by financial factors also leadership behavior and job satisfaction levels.

Previous research has shown mixed results regarding the effect of compensation and leadership behavior on employee performance with job satisfaction as a mediating variable. Research by (Junaedi & Sabariah, 2023) Find a positive correlation between compensation and leadership behavior on employee performance and can be explained with job satisfaction serving as a mediator. However, contradictory results were expressed by (Wiratama et al., 2022) which concludes that compensation and leadership behaviour do not positively influence employee performance through the mediation of work satisfaction.

This research seeks to provide empirical findings on the influence of compensation towards employee performance and job satisfaction, along with the impact of leadership behavior towards job satisfaction at PT PLN (Persero) UID Central Java & D.I. Yogyakarta. It also investigates how job satisfaction affects employee performance and plays as a mediating variable in the impact of compensation and performance, as well as leadership behavior and performance. The study is expected to be useful in improving employees' understanding and insight into human resource management, particularly concerning compensation, leadership behavior, employee performance and job satisfaction.

## REVIEW OF LITERATURE

Employee performance refers to the results generated through work activities over a period of time that reflects the quality and quantity of work achieved (Adhari, 2020). Performance shows the extent to which employees are able to complete their responsibilities in accordance with the organization's standards. Organizational effectiveness is closely related to the capacity of personnel to attain established objectives and aims. Employee

performance is also reflected in work behavior in completing tasks efficiently and maintaining quality standards (Na-nan et al., 2018). Clear goals and measurable indicators allow organizations to evaluate employees' contributions to the organization's success (Yimam, 2022).

Employee performance is usually evaluated through several criteria such as accuracy, speed, and cost efficiency (Khan et al., 2016). These indicators help organizations determine whether employees are meeting expected performance standards. Performance also reflects how individuals utilize their abilities and efforts to achieve organizational goals. Several factors affect employee performance, including organizational ability, motivation, and support (Sastrohadiwiryono, 2013). Within this research, indicators introduced by Koopmans et al. (2014) were used to evaluate employee performance, namely task performance, contextual performance, and counterproductive work behavior.

Compensation encompasses all types of remuneration received by employees in return for services provided to the company (Afandi, 2018). These rewards can be given in financial or non-financial forms that aim to provide job satisfaction for employees. Financial compensation generally includes wages, salaries, incentives, and bonuses, while non-financial compensation includes recognition, career opportunities, and working conditions (Mujanah et al., 2019). Compensation serves as an important mechanism for organizations to reward employee contributions. Through the right compensation system, organizations can motivate employees to perform better and maintain a commitment to the organization's goals.

Several factors affect the level of compensation in an organization. One of the important factors is the cost of living in certain areas which affects the minimum economic needs of employees (Sutrisno & Riyanto, 2017). Compensation policies are also affected by the compensation standards offered by competing organizations. The financial capabilities of the organization further determine the level of compensation that can be provided to employees. In this study, the measurement of compensation variables refers to indicators developed by (Putra & Sriathi, 2018), including wages and salaries, incentives, benefits, and other facilities.

Leadership behavior refers to the actions and attitudes shown by leaders in carrying out leadership functions in an organization (Yukl, 2015). These behaviors include employee-directed decision-making, communication, and supervision. Leadership behavior reflects how leaders influence employees in achieving organizational goals. Effective leadership encourages employee motivation, cooperation, and responsibility in completing the tasks assigned (Thoha, 2015). Leaders demonstrating good behaviour can cultivate a supportive work atmosphere that enhances employee performance.

Leadership behavior also influences organizational dynamics through interactions between leaders and employees. Communication patterns, managerial support, and guidance in daily activities affect employee attitudes and work outcomes (Wegge et al., 2014). Leadership approaches that emphasize empowerment and participation often strengthen employee motivation and productivity (Wang & Nickerson, 2017). Some of the factors that shape leadership behavior include motivation, intelligence, and human relations skills (Thoha, 2015). In this study, leadership behavior was measured using indicators from (Bass et al., 2003), namely transformational leadership and transactional leadership.

Job satisfaction described as employees' views on achievement in their professional responsibilities (Sheraz et al., 2021). It reflects a positive emotional response to the work

experience and the organizational environment. Employees who enjoy their work tend to show stronger engagement and a more positive attitude toward their responsibilities (Chen et al., 2023). Job satisfaction denotes the worker's assessment of their working environment and overall professional experience. Although it cannot be observed directly, job satisfaction can be identified through attitudes such as loyalty, discipline, and commitment (Nuranda & Kasmari, 2023).

Job satisfaction is determined by various factors related to the work environment and organizational policies. Challenging jobs that allow employees to utilize their abilities can increase satisfaction levels (Robbins, 2002). A fair compensation system also contributes to satisfaction because employees expect rewards commensurate with their contributions. Supportive working conditions and positive relationships with colleagues further strengthen employee satisfaction (Hanaysha & Tahir, 2016). In this study, the measurement of job satisfaction variables refers to indicators developed by Afandi, (2018), including the work itself, wages and salaries, promotion opportunities, supervision, and relationships with colleagues.

This research is based on the Social Exchange Theory developed by (Blau, 1964). This theory explains that relationships between individuals and organizations develop through mutual exchanges based on mutual expectations and obligations. Individuals tend to take voluntary action in the hope of receiving benefits in the future. In an organizational context, employees evaluate their relationship with the organization based on the fairness, recognition, and support they receive from management (Cropanzano & Mitchell, 2005). This mutual interaction gradually creates trust, commitment, and long-term relationships between employees and the organization.

Social exchange relationships can occur in the form of independence, dependence, or interdependence between individuals (Homans, 1961). In organizations, compensation is an important form of economic exchange between employees and organizations. Fair compensation can create positive perceptions and encourage employees to retaliate through performance improvements. In social exchange, leadership behavior also plays an important role by strengthening the relationship and trust between leaders and employees. Supportive and fair leadership behavior will improve the quality of social exchange between employees and the organization. A sense of trust and commitment is fostered by these positive exchange relationships, which further encourages people to enhance their performance in exchange for the leader's treatment.

Social Exchange Theory provides a framework for understanding the relationship between compensation, leadership behavior, job satisfaction, and employee performance. In this perspective, job satisfaction is seen as psychological mechanism that bridges the relationship between the treatment given by the organization and the behavioral response of employees. When the exchange process takes place in a balanced and positive manner, employees generally show increased job satisfaction levels and are encouraged to make a greater contribution to achieving organizational goals. Therefore, job satisfaction functions as a mediator in explaining how compensation and leadership behavior influence employee performance.

## RESEARCH METHOD

This analysis implements a quantitative method utilizing a causal research design to analyze cause and effect between variables (Ferdinand, 2014). The source of research data is sourced from primary data obtained through direct observation, interviews and questionnaires and secondary data, which includes employee data on the number of employee population and Organizational Performance Value (NKO) obtained from the company. The population at PT PLN (Persero) UID Central Java & D.I. Yogyakarta is 163 employees. The sample size was calculated based on the Slovin formulas at a 5% error level, yielding 116 employees. The sampling method employs a probability sampling strategy characterised by simple random sampling (Creswell, 2018). The data gathering tool employs a standardized questionnaire on the 5 point Likert scale, which has been validated through expert assessments and pilot trials. Data collection was carried out over a two-week period, starting from February 19, 2026 to March 4, 2026, focusing on four main variables: compensation, leadership behavior, employee performance, job satisfaction.

Multiple linear regression and path analysis are used in analyzing the data to examine the research hypothesis. Prior to conducting regression analysis, a set of classical assumption tests, including normality, multicollinearity, and heteroscedasticity, were performed to validate the regression model. Statistical data processing using SPSS software version 29. This systematic method to collecting and analyzing data is supported by a strong theoretical foundation, with the aim of generating findings that are not only statistically valid but also applicable in the context of corporate human resource management. The interpretation of the results will focus on the relative contribution of each independent variable to employee performance as a dependent and job satisfaction as the intervening variable.

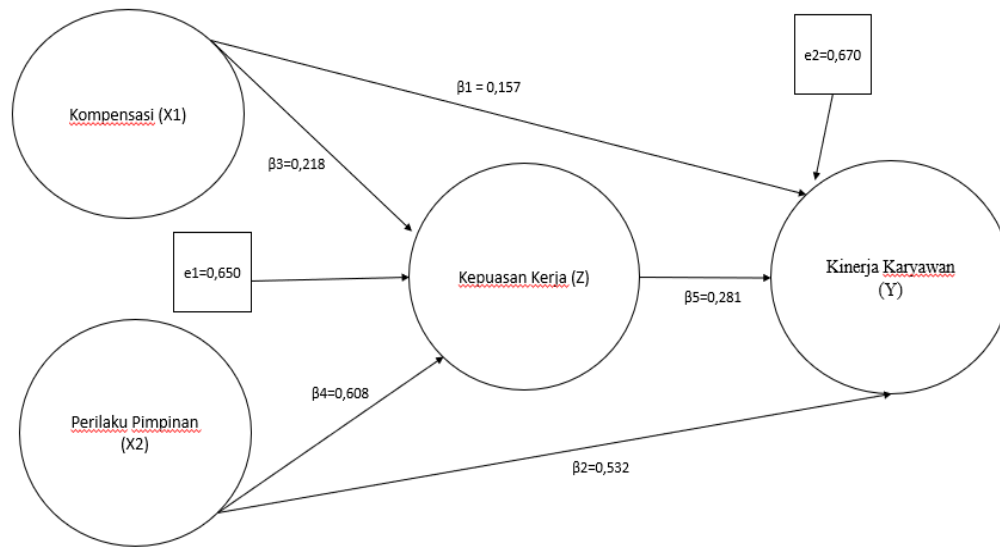
### Research Hypothesis

This research seeks to analyze empirical evidence of how compensation and leadership behavior affect employee performance, where job satisfaction functions as a mediator. The following are the hypotheses proposed in this study:

- H1: "Compensation has a positive and significant effect on employee performance."
- H2: "Leadership behavior has a positive and significant effect on employee performance."
- H3: "Compensation has a positive and significant effect on job satisfaction."
- H4: "Leadership behavior has a positive and significant effect on job satisfaction."
- H5: "Job satisfaction has a positive and significant effect on employee performance."
- H6: "Job satisfaction can mediate the effect of compensation on employee performance."
- H7: "Job satisfaction can mediate the influence of leadership behavior on employee performance."

### Research Model

This research model uses a pathway analysis model that explains the impact of mediating variables on the relationship connecting independent and dependent variables. The independent variables of this study are compensation and leadership behavior, the mediation variable, namely job satisfaction, and the dependent variable, namely employee performance, this model can be shown like this:



The image of this study model shows that the two independent variables have a direct relationship to employee performance through job satisfaction, which will be tested through multiple linear regression analysis. This research demonstrates a quantitative survey method, with data gathered via the distribution of questionnaires using a Likert scale. Linear regression analysis is applied to test the impact of each variable on employee performance through job satisfaction. The results of this study are expected to provide deeper insights for PT PLN (Persero) UID Central Java & D.I. Yogyakarta.

## RESULTS AND DISCUSSION

The subsequent outcomes of the research derived from the analysis conducted with SPSS are as follows:

**Table 3.**  
**Respondent Characteristics**

No	Features	Categories	Frequency	Percentage (%)
1	Gender	Male	49	42
		Women	67	58
		Quantity	116	100
		2		
2	Age	< 25 Years	16	14
		25–30 Years	12	10
		31–40 Years	57	49
		> 40 years old	31	27
		Quantity	116	100
3	Education	Senior High School/ Vocational School	7	6
		Diploma 1 (D1)	3	3
		Diploma 3 (D3)	27	23
		Bachelor's Degree (S1)	73	63
		3		

No	Features	Categories	Frequency	Percentage (%)
4	Length of Service	Master's Degree (S2)	6	5
		1–10 Years	101	87
		11–20 Years	8	7
		21–30 Years	5	4
		> 30 Years	2	2
Quantity			116	100

Source: Processed data (2026)

### Validity Test

Validity was assessed using a comparison of the r-count value and the r-table value with a 5% significance level. There were 116 respondents in this study, therefore the freedom level (df) was calculated as  $n-2 = 116-2 = 114$ . Based on  $df = 114$  and  $\alpha = 0.05$ , the r-table value acquired is 0.182. An item is deemed valid if the computed r-value surpasses the r-table value. Referring to the outcomes of the validity testing, all questionnaire items on the variables of compensation, leadership behavior, job satisfaction, and employee performance the r-count value was higher than 0.182. These results confirm that all statement items are valid and appropriate for measuring the variables in the study.

**Table 4.**

#### Results of the Compensation Variable Validity Test

No goods	R-calculate value	Table value R	Remarks
Page 1	0,685	0,182	Applicable
Page 2	0,681	0,182	Applicable
Page3	0,673	0,182	Applicable
Page 4	0,699	0,182	Applicable
Page 5	0,601	0,182	Applicable
Page-6	0,672	0,182	Applicable
Pg. 7	0,655	0,182	Applicable
Page 8	0,558	0,182	Applicable

Source: Processed data (2026)

**Table 5.**

#### Results of the Leadership Behavior Validity Test

No goods	R-calculate value	Table value R	Remarks
Page 1	0,672	0,182	Applicable
Page 2	0,775	0,182	Applicable
Page3	0,667	0,182	Applicable
Page 4	0,844	0,182	Applicable
Page 5	0,862	0,182	Applicable

Source: Processed data (2026)

**Table 6.**  
**Results of the Job Satisfaction Validity Test**

No goods	R-calculate value	Table value R	Remarks
Page 1	0,625	0,182	Applicable
Page 2	0,669	0,182	Applicable
Page3	0,522	0,182	Applicable
Page 4	0,664	0,182	Applicable
Page 5	0,663	0,182	Applicable
Page-6	0,280	0,182	Applicable
Pg. 7	0,186	0,182	Applicable
Page 8	0,708	0,182	Applicable
p. 9	0,699	0,182	Applicable
pg-10	0,673	0,182	Applicable
Pg. 11	0,531	0,182	Applicable

Source: Processed data (2026)

**Table 7.**  
**Results of Employee Performance Validity Test**

No goods	R-calculate value	Table value R	Remarks
Page 1	0,557	0,182	Applicable
Page 2	0,691	0,182	Applicable
Page3	0,554	0,182	Applicable
Page 4	0,551	0,182	Applicable
Page 5	0,568	0,182	Applicable
Page-6	0,787	0,182	Applicable
Pg. 7	0,772	0,182	Applicable

Source: Processed data (2026)

### Reliability Test

Reliability assessments were conducted to determine the consistency of the research instruments. According to (Ghozali, 2021), The data is deemed reliable when Cronbach's Alpha value ( $\alpha$ ) exceeds 0.70. If this value is met, the instrument is considered consistent and stable in measuring the research variables. According to the outcomes of the reliability assessment, all variables in this study, such as compensation, leadership behavior, job satisfaction, and employee performance had an Alpha Cronbach  $>0.70$ . This indicates that the instruments for every variable in this study are deemed reliable.

**Table 8.**  
**Reliability Test Results**

Variable	Cronbach's Alpha	Criteria	Remarks
Compensation	0,801	$>0.70$	Reliable
Leadership Behavior	0,822	$>0.70$	Reliable

Employee Performance	0,759	>0.70	Reliable
Job Satisfaction	0,785	>0.70	Reliable

Source: Processed data (2026)

The reliability test results presented in Table 8 indicate that the four variables, namely compensation, leadership behavior, employee performance and job satisfaction, have Cronbach's Alpha >0.70. This indicates that all instruments for each variable in this study are considered reliable.

**Normality Test**

This study used the Kolmogorov-Smirnov (K-S) test for normalcy assessment. When the Asymp. Sig (2-tailed) level exceeds 0.05, it is considered that the data have a normally distributed pattern (Ghozali, 2021). The outcomes of the one-sample Kolmogorov-Smirnov (K-S) normality test are displayed in Table 9.

**Table 9.**  
**Kolmogorov-Smirnov Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		116
Normal Parameters <sup>a,b</sup>	Red	.0000000
	Std. Deviation	2.34707573
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.050
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

According to Table 9 above, one can observe that the results from the Kolmogorov-Smirnov test give an Asym Sig. (2-tailed) result as 0.200. It can be observed from the result above that the significance level is more than 0.05, which demonstrates normality of the data.

**T Test**

**Table 10.  
 Test T I  
 Coefficients**

Type	Non-Standard Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta version		
1 (Constant)	15.097	2.264		6.668	.001
K	.319	.167	.182	2.769	.000
PP	.282	.018	.283	3.544	.000
CD	.239	.074	.404	7.208	.002

a. Dependent Variable: KNJ

Source: Processed data (2026)

**Table 11.  
 Test T II  
 Coefficients**

Type	Non-Standard Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta version		
1 (Constant)	24.885	2.399		10.374	.001
K	.846	.164	.211	6.719	.000
PP	.192	.034	.203	6.019	.000

a. Dependent Variable: KK

Source: Processed data (2026)

The t-test was carried out by comparing the results of the t-calculation with the t-table with a significance value of 0.05 and the degree of freedom (df)= n-k. In this instance, n is the number of respondents and k is the sum of the independent and bound variables. So, df= 116-3= 113 and a sig level of 5%, the t-table value of 1.981 is obtained. Hypothesis one is designed to test the impact of compensation on employee performance. The findings indicated that the significant value was 0.000, which is less than 0.05, and the t-count was 2.769, above 1.981. From these results, it can be inferred that Ha1 is approved, which proves that compensation significantly influences employee performance. The second hypotheses deal with the significant effect of the behaviour of leaders on employee performance. The study found that the significance value was 0.000 < 0.05 and the t-count was 3.544 > 1.981. According to these results, it is clear that Ha2 is approved, thus proving that the performance of employees is affected by leadership behaviour. Hypothesis three examines whether the variable compensation significantly influences the dependent variable, job satisfaction. The results showed that the significance value was 0.000 < 0.05 and the t-count was 6.719 > 1.981. From the above findings, it is clear that Ha3 is approved, which demonstrates that compensation has a substantial impact on job satisfaction. The fourth hypothesis examines whether leadership behavior significantly affects job satisfaction. The analysis revealed that the significance value (0.000) was below 0.05 and the calculated t-value (6.019) was higher

than 1.981. Based on these results, it can be inferred that Ha4 is approved, which proves that job satisfaction is substantially impacted by the performance behaviour of leaders. Hypothesis five is about the impact of job satisfaction on employees. The study showed that the significance value was  $0.002 < 0.05$  and the t-count was  $7.208 > 1.981$ . Based on these results, it can be inferred that Ha5 was approved, indicating that there exists a significant impact of job satisfaction among employees' performance.

**Path Analysis**

**Table 14.**  
**Path Analysis I**

Construct	Influence	Satisfaction Work	Performance Employees	Total
Compensation	Live		0,157	0,157
	No Live	0,218	0,281	$0.218 \times 0.281 = 0.061$
Total				0,218

Source: Processed data (2026)

In accordance with the computation presented in Table 14, the total influence value (0.218) was greater than the direct influence (0.157), so it can be asserted that job satisfaction in this study exerts a mediating influence. Thus, it is clear that Ha6 is approved, indicating that job satisfaction can serve as a mediator between compensation and employee performance.

**Table 15.**  
**Analysis of Pathway II**

Construct	Influence	Satisfaction Work	Performance Employees	Total
Leadership Behavior	Live		0,532	0,532
	No Live	0,608	0,281	$0.608 \times 0.281 = 0.170$
Total				0,702

Source: Processed data (2026)

In accordance with the computation presented in Table 15, the total influence value (0.702) was greater than the direct influence (0.532), so it can be stated that job satisfaction in this study has a mediating effect. Thus, Ha7 is supported, which states that job satisfaction has a mediating role between leadership behaviour and employee performance.

**The Effect of Compensation on Employee Performance**

According to the findings of the research, it is shown that performance of employees is significantly and positively impacted by compensation. The calculated value of the t-statistic is higher than the tabulated value ( $2.769 > 1.981$ ), and the significance level is  $0.000 < 0.05$ . With these results, it can be explained that the compensation used here plays a

significant role in the enhancement of the performance of the PT PLN (Persero) UID Central Java & D.I. Yogyakarta employees. This influence of the compensation variable on the employee performance shows the importance of the role played by the compensation.

The results of the descriptive analysis in the table show that the average value of the compensation variable index is 79.8% which is classified as high criteria. The statement item with the highest index value of 84.6% is the statement item "The company provides health benefits to you". This means that with this health allowance, employees of PT PLN (Persero) UID Central Java & D.I. Yogyakarta feel more assured in obtaining health services so that they can increase their sense of security and comfort at work. Thus, employees can work better and more efficiently when they know the organization cares about their health and well-being.

The employee variable index had an average value of 79.1%, which was considered high. The statement item with the highest index value of 83.4% was the item "I am able to set priorities in work". This means that employees feel able to determine the order of work that must be completed first based on the level of importance and urgency. Thus, employees can complete work more effectively and efficiently, so that they can support performance improvement and the achievement of organizational goals.

These findings align with the studies has done by Herawati et al., (2021); Lubis et al., (2023); Riza & Fazri, (2023); Susilo & Husna, (2025); and Umanailo, (2023) supports the statement that compensation has a substantial impact on improving employee performance. Thus, compensation is found to have a significant effect on employee performance at PT PLN (Persero) UID Central Java & D.I. Yogyakarta.

### **The Influence of Leadership Behavior on Employee Performance**

According to the result of this study, it may be said that the behavior of leadership have a significant impact on the performance of employees, and this is found to be acceptable. The significance value is  $0.000 < 0.05$ , while the t-count is  $3.544 > 1.981$ . With these results, it can be explained that the leadership behavior applied is able to improve the performance of employees of PT PLN (Persero) UID Central Java & D.I. Yogyakarta. Leadership behavior factors have a significant effect on employee performance, demonstrating that leadership behavior has a crucial function in enhancing employee performance.

The findings from the descriptive analysis presented in Table 4.7 show that the average value of the variable index of leadership behavior is 75.8% which is classified as a high criterion. The statement item with the highest index value of 78.9% is the statement item "Leaders work with employees to complete projects". This means that the leader has formed an effective cooperative relationship with the employees to finish their tasks.

The average value of the employee variable index was 79.1%, indicating high criterion. The statement item with the highest index value of 83.4% was the item "I am able to set priorities in work". This means that employees feel able to determine the order of work that must be completed first based on the level of importance and urgency. Thus, employees can complete work more effectively and efficiently, so that they can support performance improvement and the accomplishment of organizational goals.

The outcomes of these researches are support the other studies performed by Alam et al., (2023); Andayani, (2020); Ibrahim & Hasan, (2024); Jufrizen & Intan, (2021); and Parasian, (2025) which shows that employee performance is significantly affected by

leadership behavior. Thus, leadership behavior is found to significantly influence employee performance at PT PLN (Persero) UID Central Java & D.I. Yogyakarta.

### **The Effect of Compensation on Job Satisfaction**

From the findings of the third hypothesis test, which says that training affects job satisfaction significantly, it can be said that the test was accepted. The significance value obtained was  $0.000 < 0.05$  and  $t\text{-count} (6.719) > t\text{-table} (1.981)$ . With these results, it can be explained that the compensation applied is able to increase the job satisfaction of employees of PT PLN (Persero) UID Central Java & D.I. Yogyakarta. It indicates that the impact of compensation on job satisfaction is important since compensation plays a crucial role in enhancing job satisfaction.

The findings of the descriptive analysis showed that the compensation variable had an average index score of 79.8%, categorized as high. The statement item with the highest index value of 84.6% is the statement item "The company provides health benefits to you". This means that with this health allowance, employees of PT PLN (Persero) UID Central Java & D.I. Yogyakarta feel more assured in obtaining health services so that they can increase their sense of security and comfort at work. It also shows that the workers will be able to work more efficiently because they know that the company cares for them health-welfare.

The value of the variable index of job satisfaction of 76.9% is classified as high criteria. The statement item with the highest index of 81.2% is "Feeling quite satisfied with the income provided". This means that employees feel that the income received is satisfactory enough and in accordance with the work done. The level of satisfaction with this income can increase work motivation and encourage employees to work more optimally in achieving organizational goals.

These findings concur with those of Cahya et al., (2013); Aisha & Juhaeti, (2023); Hakim et al., (2022); Simarmata et al., (2025) who reported that compensation had a substantial impact on job satisfaction. Thus, it can be stated that compensation has a considerable impact on the job satisfaction of employees at PT PLN (Persero) UID Central Java & D.I. Yogyakarta.

### **The Influence of Leadership Behavior on Job Satisfaction**

Considering the outcome of the fourth hypothesis test which indicated that leadership behavior has a crucial function in influencing employee performance, the hypothesis is accepted as being valid. The analysis revealed that the significance value (0.000) was below 0.05, while the  $t\text{-count} (6.019)$  was higher than the  $t\text{-table} (1.981)$ . With these results, it can be understood that the leadership behavior applied is able to improve the performance of employees of PT PLN (Persero) UID Central Java & D.I. Yogyakarta. The influence of leadership behavior variables on employee performance can be seen that leadership behavior has an important and real role in improving employee performance.

Table 4.7 displays the findings of the descriptive analysis, which indicate that the average value of the variable index of leadership behavior is 75.8% which is classified as a high criterion. The statement item with the highest index value of 78.9% is the statement item "Leaders work with employees to complete projects". This means that the leader has established good cooperation with employees in completing work and supporting the achievement of organizational goals effectively.

On average, the variable index of job satisfaction has a score of 76.9%, which falls into the high criteria category. The statement item with the highest index value of 81.2% was the item "Feeling quite satisfied with the income provided". This means that employees feel that the income received is satisfactory enough and in accordance with the work done. The level of satisfaction with this income can increase work motivation and encourage employees to work more optimally in achieving organizational goals.

All these results are consistent with earlier studies by Alam et al., (2023); Andayani, (2020); Chen et al., (2023); Ibrahim & Hasan, (2024); and Prasetyo et al., (2023)., which reports that job satisfaction significantly affects employee performance.

who found results that leadership behavior has a substantial impact on job satisfaction. Thus, it can be demonstrated that the behavior of job satisfaction of employees at PT PLN (Persero) UID Central Java & D.I. Yogyakarta is significantly influenced by leadership.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the fifth hypothesis test, stating that job satisfaction significantly affects employee performance is proven to be acceptable. The significance levels is 0.002 (<0.05) and the t-value is 7.208, which is greater than the t-table value of 1.981. These results confirm that higher job satisfaction contributes to improving employee performance at PT PLN (Persero), UID, Central Java, and D.I. Yogyakarta.

Descriptive analysis showed that the job satisfaction variable had an average index score of 76.9%, categorized as high. The statement with the highest index score (81.2%) was "I feel satisfied with the income I receive," which indicates that adequate income contributes to employee motivation and a positive work attitude.

The average employee performance variable has an average index score of 79.1%, which is also categorized as high. The highest index score (83.4%) was found in the statement "I can prioritize in my work," which indicates the employee's ability to effectively manage tasks and complete their responsibilities efficiently.

These findings are consistent with earlier research by Memon et al., (2023); Purwanto et al., (2021); Subiyanti & Trisnadi, (2022); Suryani & Resniawati, (2022); and Yani & Andani, (2024), which reports that job satisfaction significantly affects employee performance.

### **The Effect of Compensation on Employee Performance with Job Satisfaction as a Mediating Variable**

Based on the sixth hypothesis test, it is stated that job satisfaction mediates the relationship between compensation and employee performance. Showing that the total effect (0.218) is greater than the direct effect (0.157), indicating the existence of an indirect influence through job satisfaction. These findings imply that compensation has a direct effect on improving employee performance and also contributes to higher job satisfaction, which consequently improves performance. Therefore, job satisfaction serves as the mediator that makes the connection between compensation and employee performance stronger. When employees receive adequate compensation, their satisfaction levels increase, encouraging them to perform their duties more effectively.

These findings are correspond with study by Abror et al., (2025); Fithri & Januarty, (2024); Sari & Ardana, (2016); Shodik et al., (2024); and Widajanto & Adiyanto, (2025), which found that compensation affects employee performance via job satisfaction as the

intervening variable. The mediation between these two variables is considered to be partial mediation since, despite using the element of job satisfaction as the intermediary variable, compensation still exerts direct effects on performance.

### **The Influence of Leadership Behavior on Employee Performance with Job Satisfaction as a Mediation Variable**

The seventh hypothesis test shows that the relationship between leadership conduct and employee performance is explained by job satisfaction acting as a mediator. As illustrated in Table 4.27, the total effect (0.702) is greater than the direct effect (0.532), verifying the presence of an indirect influence via job satisfaction. The results of the study show that effective leadership behavior improves employee performance both directly and indirectly by increasing job satisfaction. In this context, job satisfaction strengthens the relationship between leadership behavior and performance. When leaders exhibit supportive and collaborative behaviors, employees experience higher levels of job satisfaction, which encourages them to work more effectively.

These results align with studies performed by Agustin et al., (2025); Fadzilasani & Ekowati, (2025); Jufrizen & Intan, (2021); Parasian, (2025); and Susila et al., (2024), which reports that the impact of leadership behavior on employee performance is mediated by employment satisfaction. Similar to the previous model, the mediating effect in this relationship is categorized as partial mediation, suggesting that leadership behavior continues to have a direct influence the performance of employees despite considering job satisfaction as a mediator.

## **CONCLUSION**

Findings of this research prove that there is a positive effect of compensation on employees' performance as well as their job satisfaction. It means that if employees are paid appropriately, their performance can be enhanced along with their satisfaction level. Employee performance and job satisfaction are also substantially influenced by leadership behavior, which means that effective leadership characterized by guidance, clear direction, and positive interactions with employees contributes to better work outcomes and higher levels of satisfaction. Additionally, job satisfaction itself has a big effect on employee performance, suggesting that employees who have high job satisfaction can have high performance. Additionally, job satisfaction acts as a mediator in the relation between compensation and performance of employees and also in the relation between leadership and the performance of employees because good leadership and proper compensation cause job satisfaction among employees.

This study's findings provide contributions to Social Exchange Theory by showing that the reciprocal relationship between organizations and employees can improve employee performance. The findings of the study prove that fair compensation and supportive leadership behavior contributes positively to employee performance, both directly and via job satisfaction as intervening element. This suggests that when an organization provides good rewards and support to employees, employees will respond by increasing job satisfaction and making greater contributions through performance improvements.

In light of the findings from the coefficient determination test, it is recommended that further research develop or add other variables that may influence the performance of employees such as work motivation, work environment, organizational culture or

organizational commitment. Further research will also be conducted in other private organizations, so that comparisons can be made between results from private firms and state-owned companies in terms of the effects of rewards and behaviors of the leaders on performance mediated by job satisfaction among employees.

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