

**THE EFFECT OF COMPENSATION AND TRANSFORMATIONAL  
LEADERSHIP ON EMPLOYEE COMMITMENT THROUGH JOB  
SATISFACTION AS A MEDIATION VARIABLE**



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**Abstract**

The study aims to determine the effect of compensation, and transformational leadership on commitment through employee job satisfaction. This research was conducted at the Office of the Head of Bandar Tinggi Village, Bilah Hulu District, Labuhanbatu Regency. Data processing uses IBM SPSS Statistics 26. The research method used is a quantitative method using path analysis techniques. The number of samples used in this study was 30 people. Sampling-based on saturated sampling technique. Data collection was carried out by distributing questionnaires and interviews. Based on the research that has been done, it can be concluded that compensation and transformational leadership has a significant effect on commitment through job satisfaction. From the results of the compensation test, it has a significant effect with a value of 0, 03 ( $<0.05$ ). Transformational leadership has a significant effect with a significant value of 0.000 ( $<0.05$ ). Indirect compensation has a significant effect with a value of 0.208 while the direct effect is -0.204. Transformational leadership also has a significant influence indirectly giving a value of 0.570 and a direct influence of -0.224. Compensation and transformational leadership affect work commitment, meaning that employee commitment to work is inseparable from the influence of the leadership model and also compensation. If the leadership model is transformational and the company provides proper compensation, then employees will have a better commitment to work.

**Keywords:** Compensation, Transformational Leadership, Job Satisfaction, Commitment

## INTRODUCTION

Human Resources (HR) is part of the most important factor in a company or organization in order to achieve its goals of a company or organization. Human Resource Management is a policy that can be used by companies as a managerial tool for planning, managing, and controlling in order to produce competent and capable human resources to help companies achieve their goals. This research was conducted at the Office of the Head of Bandar Tinggi Village, Bilah Hulu District, Labuhanbatu Regency.

In an organization or company, commitment is one of the important things that must be applied in order to achieve the goals of the organization or company. According to (Puspita, Nursyamsi, & Rasjid, 2018), commitment is something that happens to a person psychologically towards a particular organization or company in order to maintain a position, as well as the willingness of someone not to leave an organization because they have made a commitment. Research conducted by Nadya et al (2013) in research (Puspita et al., 2018) states that if the employee's commitment is strong, it will have a positive impact on the employee's performance. It can be concluded that commitment greatly influences employee performance and this is also mentioned by Haryanto (2012) saying that a commitment in an organization or company can affect employee performance in that organization. Compensation can be influenced by good and proper compensation, the attitude of a leader in leading. When compensation is good and appropriate, employees will feel job satisfaction.

Compensation is very important because compensation shows fair, good and proper remuneration or awards given to employees for services that have been performed in order to achieve the company's goals. Compensation can be divided into two, namely direct compensation and indirect compensation, direct compensation in the form of salary and incentive wages. While indirect compensation is in the form of awards, leave, insurance, and benefits. The purpose of providing compensation to employees is so that the company can retain employees, attract, and encourage employees to continue working at the company with high productivity. Compensation formation is an important part of human resource management in order to retain talented workers and attract workers who have good quality.

Transformational leadership also influences the existing commitment in an organization. Transformational leadership is a leadership style used by a leader to provide encouragement or motivation to subordinates so that employee performance is even better. The leadership model of a transformational leader will increase optimal work results as desired by a leader. Transformational leadership is also influential in a company to improve a company. Transformational leadership is an integrated and comprehensive leadership ability needed for individuals, groups or organizations that will make a difference in every activity carried out. When a leader has a transformational leadership style, then a leader will be able to motivate others to produce and develop better performance or performance. Transformational leadership styles can also inspire people to do even better things and see the future with optimism.

Job satisfaction also influences the work commitment that has been agreed upon by every employee in the organization. Every employee will feel job satisfaction if a leader provides very strong motivation to employees. Leaders who provide proper compensation will affect employee job satisfaction. Job satisfaction will affect commitment so that employees will feel they still want to be in an organization to achieve the goals of the organization. So, it can be concluded that job satisfaction is one important aspect in an organization when achieving organizational success. Job satisfaction also contributes to increasing employee commitment in an organization or company. When an organization has high commitment, then it can be seen from the level of job satisfaction of the employees themselves. Job satisfaction is a positive feeling about the work that has been completed and get optimal results.

In this study, exogenous variables were measured, namely compensation (X1), transformational leadership (X2) on endogenous variables, namely work commitment (Z) with the intervening variable, namely job satisfaction (Y). The problem formulation of this research is to determine the direct effect of the independent variable (X) on the dependent variable (Y), and to determine the indirect effect of the independent variable (X) on the variable (Z) through the mediating variable (Y).

## **REVIEW OF LITERATURE**

### **Compensation**

According to (Rini, Adelia, & Mujiati, 2016), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services rendered to the organization or company. (Widyatmika & Riana's son, 2020) state that compensation is a form of provision that has many benefits in order to increase the work productivity of employees in an organization or company. Nawawi (2011) argues that compensation is a form of appreciation given to employees for having done a job to realize the goals of the organization.

According to Notoadmodjo in Sutrisno (2009), there are several objectives of compensation that need attention, namely:

#### **Appreciating Work Performance**

Provision of adequate compensation is an organizational reward for the work performance of employees. Furthermore, it will encourage employee behaviors or performance in accordance with what is desired by the company, for example high productivity.

#### **Ensuring Fairness**

The existence of a good compensation system will ensure fairness among employees in the organization. Each employee will receive compensation in accordance with the duties, functions, positions and work performance.

#### **Retaining employees with a good compensation system**

Employees will have more survival/work for the organization. This means preventing employees from leaving the organization looking for more profitable jobs.

#### **Acquiring Qualified Employees**

A good compensation system will attract more prospective employees and there will be more opportunities to select the best employees.

#### **Cost Control**

A good compensation system will reduce the frequency of recruitment, as a result of employees leaving more often to find more profitable work elsewhere. This means cost savings for the recruitment and selection of new prospective employees.

#### **Complying with Regulations**

A good compensation system is a demand from the government. A good company demands a good compensation administration system as well (Mankunegara, 2011).

### **Transformational Leadership**

The Transformational leadership model means that it is a transformative leadership model that is able to develop the potential of itself and its subordinates in an innovative way, empowering staff and organizations by changing ways of thinking, developing visions, understanding and understanding organizational goals, and bringing the organization towards continuous change through processing activities work by utilizing talents, skills, abilities, id, and experience so that every employee feels involved and responsible in completing work.

Tjiptono (2019) argues that transformational leaders can successfully change the status quo in their organizations by practicing appropriate behavior at each stage of the transformation process. If the old ways are deemed inappropriate, then the leader will develop a new vision of the future with a strategic and motivational focus. The vision clearly states the purpose of the organization and serves as a source of inspiration and commitment (Sunatar, 2022).

(Puspita et al., 2018) argues that transformational leadership is a process of a leader with his subordinates uniting with each other to achieve organizational goals. Krisnandito & Fajrianti in research (Widyatmika & Riana's son, 2020) argues that basically transformational leadership will obtain a motivated work environment so that leaders and employees can achieve goals and develop high interest in work. In addition, Nature (2013) in research conducted by (Puspita et al., 2018) state transformational leadership can lead to loyalty to the leader, so that employees will feel motivated to do what the leader expects.

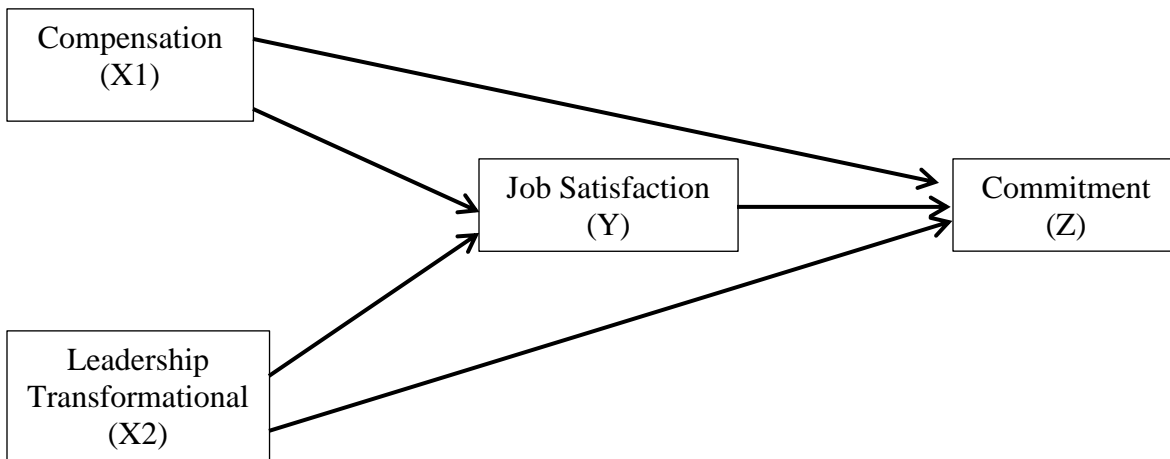
### **Job Satisfaction**

According to (Bahri & Chairatun Nisa, 2017), job satisfaction is a positive attitude that arises from employees towards the work that has been achieved so that there is appreciation for a job. Nuraini (2013) in research conducted by (Agathanisa & Prasetyo, 2018) states that job satisfaction is a result that can be felt and enjoyed by employees who get praise because of work results that have been achieved optimally. Dadang (2013) in research (Darmawan & Putri, 2017) states that job satisfaction is the emotional state of an

employee when facing a pleasant or unpleasant job, so job satisfaction can reflect an attitude according to the employee's feelings towards his work.

### Work Commitment

Robbins and Judge (2015) in research conducted by (Darmawan & Putri, 2017) said that work commitment is where a leader will side with the organization with employees to maintain an organization that is being run. (Widyatmika & Riana's son, 2020) states that commitment is an employee's belief in a leader to achieve the goals of the organization without any intention to leave the organization. Witjaksono in research by (Darmawan & Putri, 2017) stated that commitment is a loyal attitude between leaders and employees in the organization to achieve goals in earnest without any intention to leave the organization.



**Figure 1**  
**Conceptual Framework**

### RESEARCH METHOD

In this study, the researchers used quantitative research methods. The reason using a quantitative approach is to take into account what was stated by Arikunto (2006) regarding the general nature of quantitative research, including: (a) clarity of elements: objectives, subjects, data sources are solid, and detailed from the start, (b) can use samples, (c) the clarity of the research design, and (d) the data analysis was carried out after all the data had been collected. Arikunto (2006) also added that there are other factors that influence the choice of the type of research approach, namely: available time and funds, and the interest of the researchers. These things are the background for choosing a quantitative approach in this study. It can be interpreted that the results of research data processing are in the form of

numbers. This study has 2 independent variables, 1 dependent variable and uses 1 variable that mediates indirectly between the independent variable and the dependent variable.

### **Population and Sample**

In this study, the number of samples taken was 30 people. Sampling is based on saturated sampling technique, which means that the entire population is the research sample. Also explained by Sugiono (2012) in research (Puspita et al., 2018) that is, if the population is small or less than 100, then the total population can be used as the total sample.

### **Data Analysis**

The data collection for this research used questionnaires which were distributed to Village Officials, BPD, and PKK in the Office of the Head of Bandar Tinggi Village, Bilah Hulu District, Labuhanbatu Regency. This method is used to obtain data from variables (X1), (X2), (Y), and (Z). data collection by giving a questionnaire or a list of questions to respondents. The method of giving questionnaires in this study is closed because the answers have been provided.

### **Validity Test**

Validity test is used to measure the accuracy of the research instrument so that it will provide accurate information. In this study, validity was sought by correlating each score with the total score. The method used to calculate is by using IBM SPSS Statistics 26. The criteria for determining the validity of the questionnaire are:

If  $r_{\text{count}} > r_{\text{table}}$ , then the statement is said to be valid.

If  $r_{\text{count}} < r_{\text{table}}$ , then the statement is said to be invalid.

### **Reliability Test**

In this study, Cronbach's alpha statistical test was used which means a variable will be said to be reliable when the Cronbach's alpha value is  $> 0.6$ .

## **RESULTS AND DISCUSSION**

### **Validity Test**

Validity test is done by item analysis. The validity of each item is measured by correlating the item's score with the overall score. The validity test is carried out in two ways, namely content validity and construct validity. Content validity is done by consulting

the statements in the questionnaire to experts who know the problem being researched. Construction validity was carried out using the product moment correlation technique formula (Arikunto, 2006). The statement is valid if the r calculated value is greater than the r table value with a 95% confidence level.

A data will be said to be valid if it meets the requirements if  $r_{count} > r_{table}$  using the following formula:

$$d(f) = (N-2) \\ = 30 - 2 = 28$$

$$R_{table} = r(30-2, -0.05) = 0.361$$

then the data will be said to be valid if the r count value is above 0.361.

then the data will be said to be valid if the value of r count  $\geq$  r table.

**Table 1**  
**Validity Test**

Statement	r count	r table	Information
P1.1	0.645	0.361	Valid
P1.2	0.781	0.361	Valid
P1.3	0.469	0.361	Valid
P1.4	0.716	0.361	Valid
P1.5	0.732	0.361	Valid
P2.1	0.727	0.361	Valid
P2.2	0.734	0.361	Valid
P2.3	0.68	0.361	Valid
P2.4	0.763	0.361	Valid
P2.5	0.654	0.361	Valid
P3.1	0.713	0.361	Valid
P3.2	0.675	0.361	Valid
P3.3	0.482	0.361	Valid
P3.4	0.509	0.361	Valid
P3.5	0.78	0.361	Valid
P4.1	0.649	0.361	Valid
P4.2	0.652	0.361	Valid
P4.3	0.531	0.361	Valid
P4.4	0.672	0.361	Valid
P4.5	0.713	0.361	Valid

A data is said to be valid if the value of r count  $>$  r table. And it can be seen that the data above is valid.

### Reliability Test

The reliability test for this research instrument uses the Alpha Cronbach formula (Arikunto, 2006). According to Nunnally and Nunnally and Bernstein in Uyanto (2009, p. 274), it is stated that “a reliable measurement scale should have a Cronbach Alpha value of at least 0.70”.

The reliability test is used to see whether the data obtained is reliable or not. The data is said to be reliable when the Cronbach’s alpha value is  $> 0.6$ .

**Table 2**  
**Reliability Test**

Variable	Cronbach’s Alpha	Information
X1	0.695	Reliable
X2	0.75	Reliable
Y	0.633	Reliable
Z	0.646	Reliable

A data is said to be reliable if it fulfills the reliable requirements, namely the Cronbach's alpha value must be  $> 0.6$ . And it can be seen that the data above has a Cronbach’s alpha value  $> 0.6$  and the data is said to be reliable.

### Normality Test

**Table 3**  
**Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		30
Normal Parameters, b	Means	.0000000
	std. Deviation	1.89844693
	Most Extreme Differences	
	absolute	.118
	Positive	.118
	Negative	-.106
Test Statistics		.118
asymp. Sig. (2-tailed)		.200c, d

- a. Test distribution is normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

H0 is accepted if the probability value  $\geq 0.05$

Ha is rejected if the probability value  $\leq 0.05$ .

From the table above it can be concluded that the Kolmogorov-Smirnov value is 0.200, so it can be said to be normal. From the table above it can be seen that the data variable population is normally distributed.

### Model 1 Path Analysis Test

**Table 4**  
**Model 1 Path Analysis Test**

		Coefficients <sup>a</sup>		Standardized Coefficients Betas	t	Sig.
Model 1		Unstandardized Coefficients B	std. Error			
1	(Constant)	-.939	1,448		-.648	.000
	Compensation	.296	085	.276	3,476	003
	Transformational Leadership	.757	080	.755	9,491	.000

a. Dependent Variable: Job Satisfaction

### Model 2 Path Analysis Test

**Table 5**  
**Model 2 Path Analysis Test**

		Coefficients <sup>a</sup>		Standardized Coefficients Betas	t	Sig.
Model 2		Unstandardized Coefficients B	std. Error			
1	(Constant)	13,286	5,222		2,544	.017
	Compensation	-.285	.133	-.204	-2.135	042
	Transformational Leadership	-.313	.134	-.224	-2,340	.027
	Job satisfaction	.833	.107	.756	7,780	.000

a. Dependent Variable: Commitment

It is known that the significant value of the compensation variable is 0.03 ( $<0.05$ ) so it is concluded that the compensation variable has a significant effect on the job satisfaction variable. (Then H1 is accepted).

It is known that the significant value of the transformational leadership variable is 0.000 (<0.05) so it is concluded that the compensation variable has a significant effect on the job satisfaction variable. (Then H2 is accepted).

It is known that the significant value of the compensation variable is 0.042 (<0.05) so it is concluded that the compensation variable has a significant effect on the commitment variable. (Then H3 is accepted).

It is known that the significant value of the transformational leadership variable is 0.027 (<0.05) so it is concluded that the transformational leadership variable has a significant effect on the commitment variable. (Hence H4 is accepted).

It is known that the significant value of the job satisfaction variable is 0.000 (<0.05) so it is concluded that the job satisfaction variable has a significant effect on the commitment variable. (Hence H5 is accepted).

**Summary Model**

**Table 6  
 Summary Model**

Summary Model				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.941a	.885	.876	.583

a. Predictors: (Constant), Transformational Leadership, Compensation

It is known that the R Square value is 0.885, which means that the contribution of compensation and transformational leadership variables to job satisfaction is 88.5%. While the value of e1 can be found using the formula  $e1 = \sqrt{(1 - 0,885)} = 0.115$ .

**Summary Model**

**Table 7  
 Summary Model**

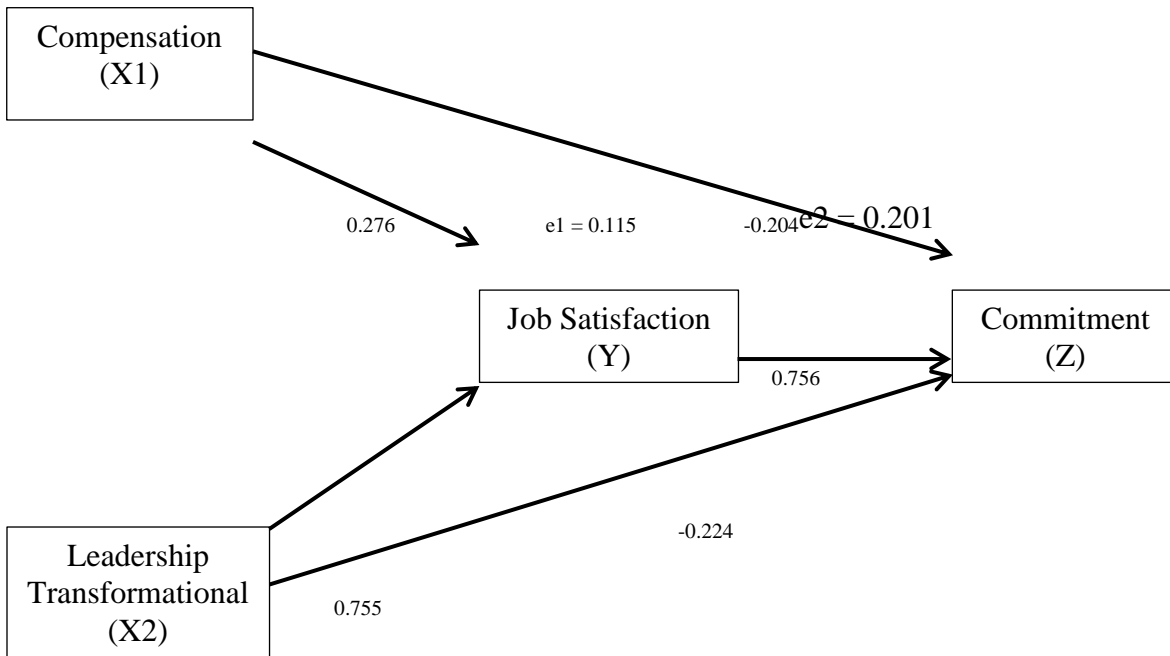
Summary Model				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.894a	.799	.776	1.108

a. Predictors: (Constant), Job Satisfaction, Compensation, Transformational Leadership

It is known that the R Square value is 0.799, which means that the contribution of the variable influence of compensation, transformational leadership and job satisfaction on the commitment variable is 79.9%.

While the value of e2 is equal to  $e2 = \sqrt{(1 - 0,799)} = 0.201$ .

**Path Charts**



**Figure 2**  
**Path Charts**

Based on the results of data processing that has been done, it can be concluded that:

H1: Compensation has a significant effect on job satisfaction.

From the analysis above, the results obtained a significant value of compensation of  $0.003 < 0.05$ . So, it can be said that direct compensation has a positive and significant effect on job satisfaction.

H2: Transformational leadership has a significant effect on job satisfaction. From the output above, a significant value of transformational leadership is obtained of  $0.000 < 0.05$ . Thus, it can be concluded that transformational leadership has a positive and significant influence on job satisfaction.

H3: Compensation has a significant effect on commitment through job satisfaction.

From the analysis obtained a significant value of compensation of  $0.042 < 0.005$ .

Therefore, it can be concluded that directly compensation has a significant effect on commitment.

H4: Transformational leadership has a significant effect on commitment. From the results of the analysis, a significant value of  $0.027 < 0.05$  was obtained. So, it can be concluded that transformational leadership has a significant effect on commitment.

H5: Job Satisfaction has a significant effect on commitment. From the analysis obtained a significant value of job satisfaction of  $0.000 < 0.05$ . Thus, it can be interpreted that job satisfaction has a significant effect on commitment.

Based on the output above, it can be seen in the normality test table that the Kolmogorov-Smirnov value of 0.200 can be said to be normal. So, it can be concluded that the data variable population is normally distributed.

On the table of Path Analysis Test 1 can be seen that compensation has a significant effect on job satisfaction. Where compensation has a significant value of 0.03 ( $< 0.05$ ), so it can be concluded that compensation has an effect on job satisfaction. This also supports previous research conducted by (Akmal & Tamini, 2015) where compensation also has a significant effect on job satisfaction.

Likewise with the significant value of transformational leadership of 0.000 ( $< 0.05$ ) which means it has a significant influence on job satisfaction. Previous studies have also concluded that compensation also has a significant effect on job satisfaction (Anggraeni & Santosa, 2013).

The compensation variable also has a significant effect on commitment where the compensation variable has a significant value of 0.042 ( $< 0.05$ ), so it can be concluded that compensation has a significant effect on commitment. Strengthened by previous research conducted by (Princess & Prasetio, 2016) who concluded that commitment has a significant effect on commitment.

The transformational leadership variable also has a significant effect on commitment where the transformational leadership variable has a significant value of 0.027 ( $< 0.05$ ). Therefore, it can be concluded that transformational leadership has a significant effect on commitment. The same thing with previous research conducted by (Widyatmika & Riana's son, 2020) explains that transformational leadership has a significant effect on commitment.

The job satisfaction variable has a significant effect on commitment where the job satisfaction variable has a significant value of 0.000 ( $<0.05$ ) so that it can be interpreted that job satisfaction has a significant effect on commitment. The same thing with previous research by (Akbar, Hamid, & Djudi, 2016) also concludes that job satisfaction has a significant effect on commitment.

Through path analysis it is known that the direct effect of compensation on commitment is -0.204. Meanwhile, the indirect effect of compensation through job satisfaction on commitment is the multiplication of the beta value (compensation on job satisfaction) with the beta value (job satisfaction on commitment, namely  $0.276 \times 0.756 = 0.208$ ).

Based on the above calculations, it can be concluded that the direct effect is -0.204 and the indirect effect is 0.208. The indirect effect of compensation through job satisfaction is greater than the direct effect. Thus, it is concluded that compensation has a significant effect on commitment through job satisfaction.

It is known that the direct influence exerted by transformational leadership on commitment is -0.224. While the indirect effect of transformational leadership on commitment is  $0.755 \times 0.756 = 0.570$ .

Based on the calculation above, it is known that the direct effect is -0.224 and the indirect effect is 0.570. It means that the indirect influence is greater than the direct influence. Therefore, indirectly, transformational leadership has a significant effect on commitment through job satisfaction. Based on the explanation of the test results described above, it can be concluded that the hypothesis that reads compensation and transformational leadership has a significant effect on commitment through job satisfaction then the hypothesis is accepted.

## **CONCLUSION**

Based on the results of research conducted by (Puspitasari et al, 2018) at the Employment BPJS office, of the three variables namely compensation, transformational leadership, and organizational commitment, only the organizational commitment variable has a positive and significant influence on employee performance.

Meanwhile, based on the research that have been done, it can be concluded that compensation has a direct and significant effect on job satisfaction. This may also be

caused by differences in the work environment or the workload borne by employees, thereby influencing job satisfaction factors.

Test results using path analysis techniques also concluded that compensation indirectly through job satisfaction has a significant effect on commitment with a value of 0.208 while the direct effect is -0.204. So, it can be concluded that the indirect significant value is greater than the direct effect.

Transformational leadership on commitment through job satisfaction or indirectly has a significant influence with a value of 0.570 while the direct effect is -0.224. It is certain that the indirect effect is greater than the direct effect. Indirectly, transformational leadership through job satisfaction has a significant effect on commitment.

As for some suggestions that can be given by researchers, namely, the compensation given to employees must be better so that it creates a positive attitude from employees and provides even more performance. Leadership must also get better so that employees are increasingly motivated to work together with the team so that the goals of the company or organization are more achieved. Likewise, the commitments that are made must be increasingly well maintained so as to create employees who are responsible for working with the team. Commitments that have been mutually agreed upon must be carried out properly and with a sense of responsibility. The researchers also suggest that future researchers should be better at developing research that will be carried out by adding even better variables.

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