

## TRANSFORMATIONAL LEADERSHIP, COMPENSATION, CAREER DEVELOPMENT, & JOB SATISFACTION: KEY FACTORS IN EMPLOYEE PERFORMANCE IN THE F&B INDUSTRY



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### Abstract

The Food and Beverage (F&B) industry in Indonesia, especially in Bali, is experiencing rapid growth that contributes significantly to the country's Gross Domestic Product (GDP). This study aims to understand the factors that influence employee performance at Makanan Minuman Korporindo, which manages three restaurants in Badung Regency, Bali. This study uses a quantitative approach with Structural Equation Modeling (SEM) through Partial Least Squares (PLS) to analyze data from 160 employees. The results show a significant relationship between transformational leadership, compensation, career development, job satisfaction, and employee performance. Transformational leadership has a positive impact on employee job satisfaction and performance. Likewise, compensation and career development significantly affect job satisfaction. Job satisfaction mediates the relationship between these variables and employee performance and shows a strong indirect effect. This study contributes to the literature by confirming the important role of transformational leadership, adequate compensation, and career development in improving employee satisfaction and performance in the F&B sector. These findings emphasize the importance of creating a supportive work environment to maximize employee potential and organizational success.

**Keywords:** Transformational Leadership, Compensation, Career Development, Job Satisfaction, Employee Performance, F&B Industry

## INTRODUCTION

The Food and Beverage (F&B) industry in Indonesia has experienced rapid growth in recent years. The F&B industry in Indonesia has the potential to become one of the main actors in the global F&B supply chain. Based on data from the Central Statistics Agency of Indonesia (BPS), in the third quarter of 2023, the GDP of the Food & Beverage Industry in Indonesia experienced a growth of 3.28%. This sector contributes around 34% to the country's total GDP. The F&B industry is one of the sectors that continues to grow and develop in Indonesia, especially in Bali. According to data from the Central Statistics Agency (BPS) of Bali. Badung Regency, Bali is a regency with the largest number of restaurant and food stall seats compared to other regencies and cities in Bali.

Human Resources (HR) is an important element in the success of organizations, both government and private. According to (Darma, 2023), Companies are required to have quality human resources so that they can compete with other companies. Companies are also required to be able to manage the human resources they have so that they can achieve company goals effectively and efficiently. The quality and high dedication of human resources contribute significantly to the profitability of the company. Therefore, improving human resource performance is a must to achieve organizational goals. Human resource development, which includes improving skills, is very important to maintain competitiveness and face internal and external challenges. Employee performance is influenced by various factors such as job satisfaction, career development, compensation, and leadership style. According to (Purnamasari et al., 2023), Employees who have knowledge and skills are valuable capital in maintaining the competitiveness of an organizational system.

Performance is influenced by several factors, including internal and external factors, which can have a direct or indirect effect. Employee performance includes the results of a person's work and achievements based on the amount and quality of work they do in carrying out their duties and responsibilities (Awuy et al., 2024). Performance reflects the results of activities carried out to achieve certain goals. In addition, performance reflects the ability of individuals, groups, or organizations to complete tasks with adequate quantity and quality (Wahyudi et al., 2023). According to (Anggraini et al., 2023), Employee performance issues can stem from a variety of factors, including a mismatch between skills and tasks assigned.

If employees do not have the appropriate skills, this can hinder the achievement of optimal results. Every company needs to have a goal to stay competitive in increasingly fierce competition and improve the performance of its employees.

Improving employee performance, especially in the food and beverage industry, is certainly crucial because it has a direct impact on business aspects. Well-trained and high-performing employees can be a valuable asset in increasing sales in the F&B industry. They usually provide better customer service, thus creating a better customer experience. which can increase customer satisfaction, loyalty and increase sales volume, and drive additional sales. This is important to build good relationships with customers and create a satisfying work environment for employees. Satisfactory service also helps build a good reputation for the restaurant. Positive reviews from customers about service, food, and ambiance can strengthen the brand image and attract new customers.

Korporindo Food and Beverage is one of the management / F & B Groups in Badung Bali. Korporindo Food and Beverage oversees 3 restaurants located in Badung Bali. As a company engaged in the F & B industry. Of course, service is one of the things that must be considered in this business. The number one need for companies that handle the service sector is quality human resources (Dewi & Putra, 2023). However, the current phenomenon is a decline in employee performance, this can be seen from several customer reviews of the services they receive through reviews on Google.

Some factors that influence performance are transformational leadership style which inspires subordinates by providing encouragement and motivation to achieve common goals, developing a vision, and encouraging contributions from subordinates (Ciptawati & Riyanto, 2023). In addition, compensation also plays an important role as an expense paid to employees for services and sacrifices of resources (time, energy, and thoughts) and competence (knowledge and abilities) both in material and non-material forms. (Triningsih & Darma, 2023) Compensation motivates employees to strive to their full potential for success in the workplace in helping to achieve an organization's goals. Career Development also influences performance by providing steps to improve an individual's status, position, or goals within the organization (Charli et al., 2022). Finally, job satisfaction, which is an emotional evaluation of the job, can also affect employee performance positively or

negatively (Ciptawati & Riyanto, 2023). According to (Sulistiana & Sri Darma, 2023), Job Satisfaction is one of the most important work attitudes in organizational behavior because it influences various aspects of employee behavior in the organization and contributes to the level of employee welfare.

Based on the above phenomenon, there have actually been many studies conducted by academics, but their findings vary widely and show the results of the gap phenomenon in the findings of different results in each study. The diverse research results indicate the need for further research to consistently understand the influence of these variables on employee performance. Therefore, in-depth research is needed to explore the relationship between transformational leadership, compensation, career development, and job satisfaction on employee performance.

## **RESEARCH METHOD**

This type of research is conducted using a quantitative approach, namely research that uses research instruments and quantitative data analysis to test predetermined hypotheses. This research was conducted at Korporindo Food and Beverage which is one of the management / F & B Groups in Badung Bali. Korporindo Food and Beverage oversees 3 restaurants located in Badung Bali, including Shishi Izakaya Lounge, The Forge Gastropub & Malverde Tequilaria. Through sampling techniques and formulas (Hair Jr. et al., 2019) then a total of 160 employees participated as respondents.

. Next, the researcher tested the hypothesis using Structural Equation Modeling (SEM) based on a variant called Partial Least Square (PLS). The data were analyzed using SEM with the help of smartPLS4 software. Structural Equation Modeling (SEM) is a statistical technique used to develop and test statistical models that are generally in the form of causal relationships. SEM with the Partial Least Square (PLS) method has advantages in modeling because it allows the use of both reflective and formative indicators (Sarwono, 2018). Measurement of exogenous and endogenous variables using previous references that are relevant to the research topic and research variables that have been presented.

**RESULTS AND DISCUSSION**

**Table 1.**  
**Demographic Respondent**

<b>Respondent Factors</b>	<b>N = 100</b>	<b>%</b>
<b>Gender</b>		
Male	71	44.4
Female	89	55.6
<b>Age (years)</b>		
18 - 25	54	33.8
26 - 35	64	40.0
36 - 45	25	15.6
> 46	17	10.6

From Table 1, the characteristics of the respondents that will be explained below reflect the conditions of the respondents studied. In this study, the respondents who participated were employees at Makanan Beverage Korporindo with an age range of 18-25 years, 26-35 years, 36-45 years, and above or equal to 46 years. Referring to the calculation of the frequency of respondents in Table.1, it can be confirmed that as many as 89 respondents were female employees of Food Beverage Korporindo with female gender While the remaining 71 respondents were male employees. Meanwhile, for the age category, 64 respondents were employees of Food Beverage Korporindo with an age range of 26-35 years. Furthermore, followed by employees aged 18-25 years consisting of 54 respondents. As for employees aged 36-45 years consisting of 25 people. The remaining 17 respondents were employees aged above or equal to 46 years who worked at Makanan Beverage Korporindo.

**Table 2.**  
**Findings of the Measurement Composite Outer Model**

<b>Constructs/Items</b>	<b>Outer Loadings</b>	<b>Cronbach's Alpha</b>	<b>Rho_A</b>	<b>CR</b>	<b>AVE</b>
<b>Transformational Leadership</b>		<b>0.941</b>	<b>0.942</b>	<b>0.957</b>	<b>0.849</b>
TL1	0.918				
TL2	0.945				
TL3	0.895				
TL4	0.928				
<b>Compensation</b>		<b>0.892</b>	<b>0.894</b>	<b>0.925</b>	<b>0.756</b>
C1	0.870				

C2	0.889				
C3	0.885				
C4	0.833				
<b>Career Development</b>		<b>0.873</b>	<b>0.874</b>	<b>0.922</b>	<b>0.797</b>
CD1	0.887				
CD2	0.910				
CD3	0.881				
<b>Job Satisfaction</b>		<b>0.916</b>	<b>0.918</b>	<b>0.938</b>	<b>0.750</b>
JS1	0.811				
JS2	0.881				
JS3	0.884				
JS4	0.851				
JS5	0.901				
<b>Employee Performance</b>		<b>0.954</b>	<b>0.955</b>	<b>0.967</b>	<b>0.880</b>
EP1	0.918				
EP2	0.945				
EP3	0.895				
EP4	0.928				

In the validity test, it was obtained that the outer loading value of all indicators in each research construct consisting of transformational leadership, compensation, career development, job satisfaction, and employee performance managed to obtain a loading value in the range of 0.80 - 0.90 or exceeded the requirement of 0.7 and from table 2 it can be shown that each research construct was able to obtain an AVE value in the range of 0.70 - 0.90 which indicates that the data has met the validity requirements considering that the tolerance limit for the AVE test is above 0.50.

The results of the reliability test successfully obtained a value of Cronbach's alpha, rho\_A, and composite reliability greater than the requirement of 0.70. The results obtained, and the data used in this study were able to show a high level of data consistency and reliability. So from the results obtained, the data used in this study were able to show a high level of data consistency and reliability. Thus, it can be concluded that overall the data used has been proven accurate or in other words, the instrument used can measure what should be measured so that further testing can be carried out.

**Table 3.**  
**F-Square Value**

<b>Variable</b>	<b>Employee Performance</b>	<b>Job Satisfaction</b>
Transformational Leadership	0.052	0.067
Compensation	0.030	0.153
Career Development	0.035	0.123
Job Satisfaction	0.059	

F-Square is a measure of the interpretation of the influence of an exogenous variable on an endogenous variable (Haryono, 2017). The  $f^2$  value with a range of 0.02, 0.15, and 0.35 is defined as a weak, medium, and strong influence (Cohen et al., 2010). The effect size test shows that the relationship between compensation constructs and job satisfaction has the greatest relationship strength with an  $f^2$  value of 0.153, which is categorized as moderate. Furthermore, the relationship between career development constructs and job satisfaction has the second-highest  $f^2$  value of 0.123, which is categorized as weak. The relationship between transformational leadership and job satisfaction obtained an  $f^2$  value of 0.067, which is also categorized as weak. The relationship between job satisfaction and employee performance and transformational leadership and employee performance each have  $f^2$  values of 0.059 and 0.052, which are categorized as weak. The relationship between compensation constructs and employee performance and career development and employee performance obtained the lowest  $f^2$  values of 0.030 and 0.035, respectively, which are also categorized as weak.

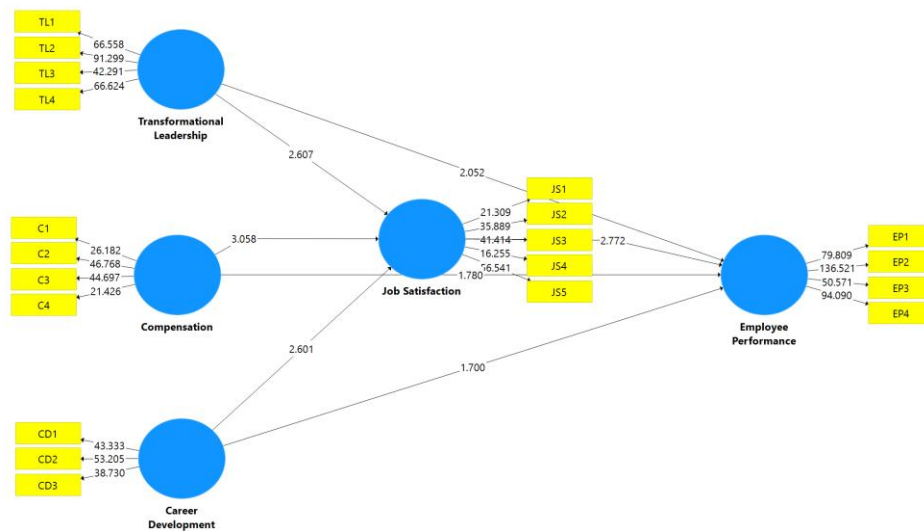
**Table 4.**  
**Calculation Results of the R-Square Value**

	<b>R Square</b>	<b>R Square Adjusted</b>
Employee Performance	0.553	0.542
Job Satisfaction	0.609	0.601

The R square value of the endogenous construct is considered as the main indicator in evaluating the quality of the structural model (Jena, 2020). However, due to the lack of agreement on the standard R square value, this study refers to the guidelines (Cohen et al., 2010). Goodness of Fit is represented by the R square value, where the range of 0.10, 0.25, and 0.36 is interpreted as a small, medium, and large effect. The determination coefficient test through the R-square ( $R^2$ ) value shows that the job satisfaction construct obtains an  $R^2$  value of 0.609, variations in job satisfaction can be explained by transformational leadership, compensation, and career development. The predictive power of these three constructs is

categorized as strong because the R2 value is above 0.36, while the remaining 39.1% is explained by other factors. Furthermore, the R2 analysis shows that the employee performance construct obtains an R2 value of 0.553, which means that 55.3% of the variation in employee performance can be explained by transformational leadership, compensation, career development, and job satisfaction. The predictive power of these four constructs is also categorized as strong because the R2 value is above 0.36, while the remaining 44.7% is explained by other factors.

The following presents the results of the hypothesis test which are explained in Figure 1 and Table 5.



**Figure 1.**  
**SEM-PLS Result**

**Table 5.**  
**Hypothesis Test Results**

	Path Between Variables	Original Sample	T-Statistics	P-Value	Conclusion
1	Transformational Leadership >>Job Satisfaction	0.244	2,607	0.005	Accepted
2	Compensation >>Job Satisfaction	0.338	3,058	0.001	Accepted
3	Career Development>>Job Satisfaction	0.311	2,601	0.005	Accepted

4	Transformational Leadership>>Employee Performance	0.237	2,052	0.020	Accepted
5	Compensation >> Employee Performance	0.173	1,780	0.038	Accepted
6	Career Development>> Employee Performance	0.187	1,700	0.045	Accepted
7	Job Satisfaction>> Employee Performance	0.261	2,772	0.003	Accepted
8	Transformational Leadership >>Job Satisfaction>>Employee Performance	0.064	1,911	0.028	Accepted
9	Compensation >>Job Satisfaction>>Employee Performance	0.088	1,867	0.031	Accepted
10	Career Development>>Job Satisfaction>>Employee Performance	0.081	1,866	0.031	Accepted

Hypothesis testing in SEM-PLS is carried out by using the calculated t value compared to the table t value (Sarwono, 2018). Hypothesis testing in this study was conducted by implementing a bootstrapping test which aims to obtain the path coefficient value and t-value to see the level of significance in the relationship between variables, where the value is considered significant if the t-statistic value is greater than 1.65 for the one-tailed hypothesis. Hypothesis testing in this study can be divided into two, namely the direct effect hypothesis test and the indirect effect hypothesis test. Referring to the results of the research hypothesis test, it can be confirmed that all relationships between constructs have been proven positive and significant. This can be supported by obtaining the original sample value or the path coefficient between constructs with a positive value and obtaining a significance value through the t-statistic above the requirement of 1.65 with p-values above the requirement of 0.05. An interesting finding in this study is that the job satisfaction construct has succeeded in playing an important role as a mediating construct, which shows that the mediating influence given is significant, namely t-statistic > 1.65 and p-values <0.05.

### **The Relationship between Transformational Leadership and Job Satisfaction**

The first hypothesis formulated in this study is that transformational leadership has a positive and significant effect on job satisfaction, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between transformational leadership and job satisfaction has a positive path coefficient value of 0.244,

which indicates a positive relationship between the constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 2.607 ( $> 1.65$ ) and a p-value of 0.005 ( $< 0.05$ ). Thus, it can be concluded that the relationship between transformational leadership and job satisfaction is statistically proven to be positive and significant. This finding indicates that the better the implementation of transformational leadership in the company, the higher the employee satisfaction in carrying out their work. The results of this study strengthen the results of research by (Tipa et al., 2023), which shows that transformational leadership has a positive and significant influence on job satisfaction. Research by (Haliq & Sunaryanto, 2023) also showed similar results, that transformational leadership has a positive effect on job satisfaction. The same results were also found by (Luthfi & Nawangsari, 2021) which states that transformational leadership has a positive and significant influence on job satisfaction.

### **Relationship between Compensation and Job Satisfaction**

The second hypothesis in this study is that compensation has a positive and significant effect on job satisfaction, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between compensation and job satisfaction has a positive path coefficient value of 0.338, which indicates a positive relationship between the constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 3.058 ( $> 1.65$ ) and a p-value of 0.001 ( $< 0.05$ ). Thus, it can be concluded that the relationship between compensation and job satisfaction is statistically proven to be positive and significant. This finding suggests that the better and fairer the implementation of compensation distribution to employees in the company, the higher the employee satisfaction in carrying out their work. The results of this study are supported by the findings of the study (Komara & Rhamadhania, 2023) which proves that compensation has a positive effect on job satisfaction. In addition, research by (Rini et al., 2020) shows that non-financial compensation has a positive and significant effect on job satisfaction. The research (Ciptawati & Riyanto, 2023) also found that compensation has a positive effect on job satisfaction. Compensation plays an important role in a company and is one of the factors that can influence job satisfaction.

### **Relationship between Career Development and Job Satisfaction**

The third hypothesis in this study is that career development has a positive and significant effect on job satisfaction, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between career development and job satisfaction has a positive path coefficient value of 0.311, which indicates a positive relationship between the constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 2.601 ( $> 1.65$ ) and a p-value of 0.005 ( $< 0.05$ ). Thus, it can be concluded that the relationship between career development and job satisfaction is statistically proven to be positive and significant. This finding suggests that the clearer and more regular the career development system implemented in the company, the higher the employee satisfaction in carrying out their responsibilities. The results of this study strengthen the results of research by (Syam et al., 2023) which concludes that career development affects employee job satisfaction. According to (Yuda & Putra, 2020), career development can affect the level of employee satisfaction. The same results were also found by (Pratama S. & Tanuwijaya, 2023), which shows that career development has an impact on job satisfaction.

### **Relationship between Transformational Leadership and Employee Performance**

The fourth hypothesis in this study is that transformational leadership has a positive and significant effect on employee performance, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between transformational leadership and employee performance has a positive path coefficient value of 0.237, which indicates a positive relationship between the constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 2.052 ( $> 1.65$ ) and a p-value of 0.020 ( $< 0.05$ ). Thus, it can be concluded that the relationship between transformational leadership and employee performance is statistically proven to be positive and significant. This finding indicates that the better the implementation of the transformational leadership system in the company, the more optimal the employee performance. This finding is supported by the study (Haliq & Sunaryanto, 2023) which shows that transformational leadership has a positive effect on employee performance. (August 2023) also found that transformational leadership has a positive effect on employee

performance. The study (Nurlitasari et al., 2022) also shows that transformational leadership has a positive influence on work performance.

### **Relationship between Compensation and Employee Performance**

The fifth hypothesis in this study is that compensation has a positive and significant effect on employee performance, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between compensation and employee performance has a positive path coefficient value of 0.173, which indicates a positive relationship between the two constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 1.780 ( $> 1.65$ ) and a p-value of 0.038 ( $< 0.05$ ). Thus, it can be concluded that the relationship between compensation and employee performance is statistically proven to be positive and significant. This finding indicates that the better and fairer the implementation of compensation distribution in the company, the more it can increase employee morale so that their work results are optimal. This finding is in line with research (Puspitaria & Hendarsjah, 2022) which shows that compensation has a positive relationship with employee performance. Research (August 2023) also found that compensation affects employee performance (Hidayat & Heryanto, 2019) also argue that compensation has a direct and significant effect on employee performance.

### **Relationship between Career Development and Employee Performance**

The sixth hypothesis in this study is that career development has a positive and significant effect on employee performance, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between career development and employee performance has a positive path coefficient value of 0.187, which indicates a positive relationship between the two constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 1,700 ( $> 1.65$ ) and a p-value of 0.045 ( $< 0.05$ ). Thus, it can be concluded that the relationship between career development and employee performance is statistically proven to be positive and significant. This finding indicates that the better and clearer the career path offered by the company, the more it is able to increase employee morale so that their work results are optimal. This finding is in line with the study of Syam et al. (2023) which concluded that career development affects employee performance. Research (Wau & Purwanto, 2021) and (Marlina Pakualam

et al., 2023) also found that career development has a positive and significant effect on performance.

### **Relationship between Job Satisfaction and Employee Performance**

The seventh hypothesis in this study is that job satisfaction has a positive and significant effect on employee performance, and this hypothesis is accepted. Hypothesis testing through the PLS Bootstrapping test shows that the relationship between job satisfaction and employee performance has a positive path coefficient value of 0.261, which indicates a positive relationship between the two constructs. The results of the hypothesis test also confirm that this relationship is significant, with a t-statistic value of 2.772 ( $> 1.65$ ) and a p-value of 0.003 ( $< 0.05$ ). Thus, it can be concluded that the relationship between job satisfaction and employee performance is statistically proven to be positive and significant. This finding indicates that the higher the level of satisfaction felt by employees in carrying out their work, the more they are able to increase their work enthusiasm so that work results are optimal. The results of this study support the findings of research by (Tipa et al., 2023), (Sriyani et al., 2023), (Haliq & Sunaryanto, 2023) and (Puspitaria & Hendarsjah, 2022) all of which show that job satisfaction has a positive and significant effect on employee performance.

### **Relationship between Transformational Leadership and Employee Performance Mediated by Job Satisfaction**

The eighth hypothesis in this study states that transformational leadership has a positive and significant effect on employee performance mediated by job satisfaction. This hypothesis is accepted. The results of the mediation test using the bootstrapping method indicate that job satisfaction plays an important role in mediating the relationship between transformational leadership and employee performance significantly. The bootstrapping analysis shows a t-statistic value of 1.911 ( $> 1.65$ ) and a p-value of 0.028 ( $< 0.05$ ). Thus, it can be concluded that statistically, the transformational leadership variable has a positive and significant effect on employee performance through job satisfaction. This finding indicates that the better the implementation of transformational leadership in the company and the higher the level of employee job satisfaction, the more it is able to encourage employees to work hard to achieve optimal performance. This finding is in line with research by (Puspitaria

& Hendarsjah, 2022), which shows a positive relationship between transformational leadership and employee performance with job satisfaction mediation, as well as research by (Astuti et al., 2023), which shows that transformational leadership has a significant influence on commitment through job satisfaction.

### **Relationship between Compensation and Employee Performance Mediated by Job Satisfaction**

The ninth hypothesis in this study states that compensation has a positive and significant effect on employee performance mediated by job satisfaction. This hypothesis is accepted. The results of the mediation test using the bootstrapping method indicate that job satisfaction plays an important role in significantly mediating the relationship between compensation and employee performance. The bootstrapping analysis shows a t-statistic value of 1.867 ( $> 1.65$ ) and a p-value of 0.031 ( $< 0.05$ ). Thus, it can be concluded that statistically, compensation has a positive and significant effect on employee performance through job satisfaction. This finding indicates that the better the implementation of the compensation system by company management and the higher the level of employee job satisfaction, the more it is able to encourage employees to work hard to achieve optimal performance. This finding is in line with research by (Komara & Rhamadhania, 2023), which shows that job satisfaction mediates the effect of compensation on employee performance. Research by (Heryenzus & Laia, 2018) also supports this finding by finding that job satisfaction mediates the effect of compensation on employee performance.

### **Relationship between Career Development and Employee Performance Mediated by Job Satisfaction**

The final hypothesis in this study states that career development has a positive and significant effect on employee performance mediated by job satisfaction. This hypothesis is accepted based on the results of the mediation hypothesis test using the bootstrapping method. The analysis shows that job satisfaction plays an important role in mediating the relationship between career development and employee performance significantly, with a t-statistic value of 1.866 ( $> 1.65$ ) and a p-value of 0.031 ( $< 0.05$ ). Thus, it can be concluded that statistically, career development has a positive and significant effect on employee performance through job satisfaction. This finding indicates that the better and clearer the

career path offered in the company, the higher the level of employee job satisfaction, and the more it encourages them to work harder to achieve optimal performance. The results of this study are consistent with previous findings, such as those conducted by (Syam et al., 2023) which show that career development affects performance through employee job satisfaction. Another finding by (Setiyaningrum, 2019) also supports that job satisfaction mediates the influence of career development on employee performance.

## **CONCLUSION**

Several conclusions have been drawn based on the results of the research and analysis conducted that can answer the formulation of the problem in this study, namely that the relationship between transformational leadership and job satisfaction is proven to be positive and statistically significant. This shows that the implementation of a good transformational leadership system can increase employee satisfaction in carrying out their work. The relationship between compensation and job satisfaction is proven to be positive and statistically significant. These results indicate that a good and fair implementation of compensation distribution to employees can increase their satisfaction in carrying out their work. The relationship between career development and job satisfaction is proven to be positive and statistically significant. These findings indicate that a clear and orderly career development system can increase employee satisfaction in carrying out their responsibilities. The relationship between transformational leadership and employee performance is proven to be positive and statistically significant. This shows that good implementation of transformational leadership can encourage employees to achieve optimal performance. The relationship between compensation and employee performance is proven to be positive and statistically significant.

Good implementation of compensation distribution can increase employee morale and provide optimal work results. The relationship between career development and employee performance is proven to be positive and statistically significant. A good career ladder system can increase employee morale and optimal work results. The relationship between job satisfaction and employee performance is proven to be positive and statistically significant. The level of employee satisfaction in carrying out their work can increase their

enthusiasm and provide optimal work results. Transformational leadership has a positive and significant effect on employee performance through job satisfaction. Good implementation of transformational leadership can encourage employees to work hard in achieving optimal performance. Compensation has a positive and significant effect on employee performance through job satisfaction. A good compensation system can encourage employees to work hard in achieving optimal performance. Career development has a positive and significant effect on employee performance through job satisfaction. A clear career path can increase employee enthusiasm and optimal performance. Further research is expected to expand the population and research sample to provide broader insights into the factors that influence employee performance and job satisfaction by targeting companies with a larger scale or companies in other sectors. Further researchers can also add other determinants that were not studied in this study such as work environment, work discipline, or job stress to provide an in-depth understanding of the factors that can influence employee performance and employee job satisfaction.

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