

## **Antecedents of Employee Performance on the Media Nusantara Citra Group Television Station**

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### **ABSTRACT**

*This study aims to analyze the effect of Transformational Leadership, Compensation, Organizational Culture on Employee Performance mediated by Job Satisfaction. The data used in this study is primary data taken through the distribution of questionnaires using a purposive sampling method involving employees of the television industry in the MNC group as many as 200 respondents. The analytical tool in this study is Structural Equation Modeling (SEM) using AMOS version 21. The results of this study found that Transformational Leadership, Compensation, Organizational Culture have an influence on Employee Performance and also on Job Satisfaction. In the next result, Job Satisfaction can mediate Transformational Leadership on Employee Performance, Compensation on Employee Performance and Organizational Culture on Employee Performance. From the results of this study, it is suggested to the manager to maintain the level of Employee Performance by increasing the leadership spirit and creating a healthy organization accompanied by employee welfare, so that employees will feel satisfied in carrying out their work.*

**Keywords:** Transformational Leadership, Compensation, Organizational Culture, Employee Performance and Job Satisfaction

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### **INTRODUCTION**

In the era of globalization, it has a very complex role for human survival, one of the problems is business continuity which is influenced by globalization. Great changes are taking place all over the world. The era of globalization requires the world to adjust and determine the right strategy to win the global competition. so that all

company assets, especially human resources, which are strategic assets of the company need to be optimized.

Television stations are one of the most popular means of communication. MNC GROUP is the largest television station in Indonesia. Communication media is growing rapidly, because there are many kinds of communication media. There are many platforms that cause television stations to decline in demand, so MNC GROUP must have strong capital to face competition so that television stations can continue to exist as a means of communication media. One of the main assets that must be owned is that the company must have Employee Performance because it has a positive impact on the company.

This study aims to analyze and find empirical evidence of the influence of Transformational Leadership on Job Satisfaction, the effect of Compensation on Job Satisfaction, the influence of Organizational Culture on Job Satisfaction, the effect of Transformational Leadership on Employee Performance, the effect of Compensation on Employee Performance, the influence of Organizational Culture on Employee Performance, the influence of Job Satisfaction on Employee Performance

### **Transformational Leadership**

#### **LITERATURE REVIEW**

According to Razak et al. (2018), Transformational Leadership is the ability to inspire and motivate followers to achieve greater results than previously planned and for internal rewards. Decuyper and Schaufeli (2019) provide an understanding of Transformational Leadership is the ability to direct employees to be more task-oriented, leaders are more relationship-oriented with employees, leaders are more oriented towards orientation, and leaders are more oriented to competition outside the company. The right leadership will result in a higher level of employee involvement which can drive organizational performance. Priyanto (2016), Transformational Leadership provides education and transfers expertise from a leader to employees, where in the implementation of Transformational Leadership a leader tends to set an example and serve employees. Leadership will help create an environment where employees can easily engage in organizational citizenship behavior. It can be

concluded that Transformational Leadership is leadership that inspires followers to put aside their personal interests and has extraordinary influencing abilities.

### **Compensation**

According to Ramadhanty and Djastuti (2020), compensation is a material or non-material reward given by the company to employees as a form of compensation for work. Compensation is one of the factors that creates job satisfaction for employees. Meanwhile, according to Hasibuan (2016), compensation is something that is received by workers as remuneration for work owned by employees. According to Hendro (2018), compensation must be distributed according to the contributions given to the company in the form of bonuses, subsidies and welfare must be included in the pay system. Then additional salaries and bonuses in accordance with employee contributions can be a strong motivator for improving individual performance. It can be concluded that compensation is everything that is received by employees in the form of salaries, wages, incentives, bonuses, premiums, treatment, insurance and other similar types that are paid directly by the company.

### **Organizational Culture**

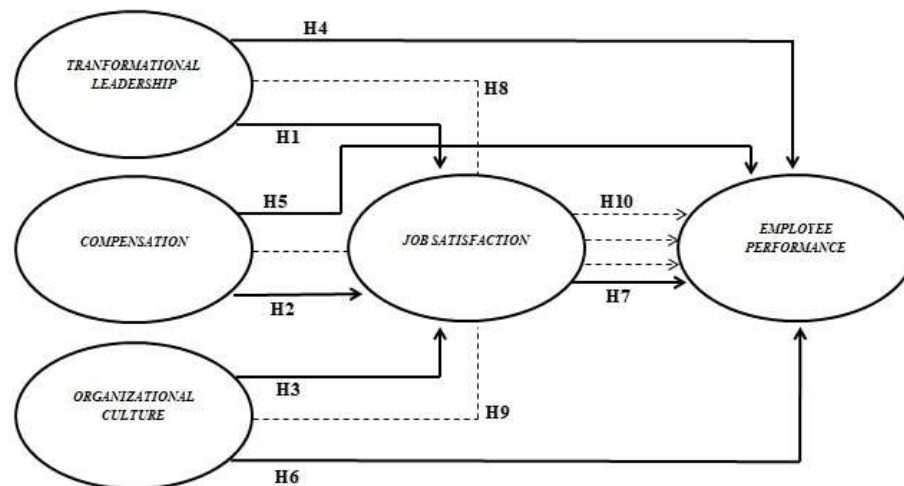
Robbins and Coulter (2012), Organizational Culture is the values, principles, traditions, and attitudes that influence the way members of the organization act. Organizational culture is related to how employees perceive the 16 characteristics of culture in the organization. Each company has a different organizational culture in interacting between one employee and another, so that a relationship will be established based on the mutually agreed organizational culture. Organizational Culture is a set of assumptions or a system of beliefs, values, and norms developed in an organization that serves as a code of ethics for its members to deal with problems of external adaptation and internal integration (Pracoyo et al., 2022). Maith (2015) Organizational Culture makes a company more focused because there are references that underlie behavior towards change. It can be concluded that Organizational Culture are shared values and norms that serve as a guide for every member of the organization to be able to behave in accordance with the Organizational Culture itself, both at work and when relaxing in the midst of society, because members of the organization represent the face of the organization itself.

### **Job Satisfaction**

Rosita and Yuniati (2016) stated that employee job satisfaction represents employee attitudes towards their work. According to Devananda and Onahring (2019), Job Satisfaction can be defined as an individual's affective orientation towards the work of the role he currently holds, and is related to the individual's behavior at work. Job satisfaction is related to the mindset of an employee towards a work environment that meets the needs and values of employees and individual responses to that environment (Saha, 2016). It can be concluded that Job Satisfaction is the feeling of pleasure or pressure of employees towards the treatment that arises from every activity in the work environment.

### **Employee Performance**

Gullu et al. (2021) defines Employee Performance as the total value of employee-specific behavioral segments for the organization in a standard time period. Performance is related to the set of behaviors that employees display when completing their work and reflects their skills, knowledge, behavior, and values (Darvishmotevalia and Ali, 2020). Colquitt et al. (2020), Employee Performance can be defined as a series of worker behaviors that contribute to the achievement of organizational goals, either positively or negatively. Employee performance cannot be guaranteed to be stable in the long term, the worst possibility can occur in a certain period of time when there is a decrease in employee performance and has an impact on company optimization. Employee Performance can be known when it has predetermined success criteria. This can be in the form of targets or goals to be achieved. Performance can be used as a benchmark by companies to evaluate their employees. In creating human resources that produce optimal performance, it is an obligation for a company. It can be concluded that Employee Performance is the work output of employees according to their respective types of responsibilities. Every organization strives to encourage Employee Performance and tries to create a space where employees can produce amazing work and perform to the best of their ability



**Figure 1. Research Model**

**Source: Pracoyo et al., (2022), Nurhasanah and Jufrizen (2022), Kumalasari and Efendi (2022), Setria Feri et al., (2020) HYPOTHESIS DEVELOPMENT**

Based on previous research conducted by Pracoyo et al. (2022) show that there is an influence between transformational leadership and Job Satisfaction. In addition, the results of Hilton's (2021) research were conducted to show that transformational leadership has an effect on Job Satisfaction. Furthermore, research conducted by Puni (2018) shows the effect of Transformational Leadership on Job Satisfaction. Thus, the first hypothesis can be formulated as follows:

**H1: Transformational Leadership has a significant effect on Job Satisfaction**

Research conducted by Bawoleh et al. (2015) shows that there is a significant effect between Compensation on Job Satisfaction. Because according to him, compensation can encourage employees to improve performance. In the research of Permana et al. (2021) there should be special attention in providing compensation it can increase job satisfaction. Then the research conducted by Hendro (2018) Compensation is an important thing that needs to be considered in increasing Employee Performance. Thus, based on the results of previous studies, hypothesis second can be formulated as follows:

**H2: Compensation has a significant effect on Job Satisfaction**

From previous research conducted by Tran (2019) Organizational Culture plays an important role in every company, because it can be seen whether employees are satisfied or not at work. Then the research conducted by Liderlik et al. (2015) shows that there is an influence of Organizational Culture on Job Satisfaction because with Job Satisfaction it will minimize the intention of employees to leave their workplace.

Furthermore, research conducted by Soomro and Shah (2019) A good organizational culture will create Job Satisfaction thereby reflecting the dedication of employees to make the organization successful. Thus, based on the results of previous studies, the third hypothesis can be formulated as follows:

**H3: Organizational Culture has a significant effect on Job Satisfaction**

From previous research conducted by Yulisharsasi et al. (2022) stated the importance of implementing the Transformational Leadership style in order to advance the quality of Employee Performance in the hope of increasing work activities. Meanwhile, according to research Riussanto et al. (2019) employees have different cultures and demand different leadership styles and skills to maximize the effectiveness and efficiency of the work environment in order to create good performance. Furthermore, research conducted by Razak et al. (2018) Transformational Leadership is an important factor for the creation of Employee Performance. Thus, based on the results of previous studies, the fourth hypothesis can be formulated as follows:

**H4: Transformational Leadership has a significant effect on Employee Performance**

From previous research according to Darmadi and Ratna (2022), if employees get good feedback, it can improve employee performance. So Compensation plays an important role in improving Employee Performance. Then according to research conducted by Ramli (2018) if the compensation provided by the company is pleasant then employees will be more optimal in improving their performance. Because Compensation has a positive and significant effect on Employee Performance. Furthermore, according to Anzhori et al. (2021), Compensation is a reward system given by the company to employees in order to improve their performance. This shows that Compensation has an effect on Employee Performance. Thus, based on the results of previous studies, the fifth hypothesis can be formulated as follows:

**H5: Compensation has a significant effect on Employee Performance** From previous research conducted by Maith (2015), the results of the analysis show that Organizational Culture has an effect on Employee Performance, if Organizational Culture increases, then the existing Employee Performance also increases. Furthermore, Maamari and sahib's research (2017) creates a strong culture in the organization through the unity of norms, values and beliefs, increasing employee

efficiency and effectiveness, so that the resulting Employee Performance will be good. This shows that Organizational Culture has an effect on Employee Performance. And also in line with what was said by Warbal et al. (2022) in his research said that Organizational Culture is a factor that influences Employee Performance. Thus, based on the results of previous studies, the sixth hypothesis can be formulated as follows:

H6: Organizational Culture has a significant effect on Employee Performance

According to previous research conducted by Pudyastuti (2021) said Job Satisfaction needs to be considered by the company because Job Satisfaction is a criterion to measure the company's success in meeting the needs of its members. This shows the effect of Job Satisfaction on Employee Performance. Further research from Rosdianna et al. (2022) Job Satisfaction has a great influence on employee performance. This indicates that Job Satisfaction is one component that has a distribution on Employee Performance. Furthermore, according to Jamaluddin et al. (2022) in his research stated that Job Satisfaction is the hope for every individual who has worked. each employee has a different level of satisfaction according to the field they run. The more aspects in the work that match the desires, the better Employee Performance will be. Thus, based on the results of previous studies, the seventh hypothesis can be formulated as follows:

H7: Job Satisfaction has a significant effect on Employee Performance

According to previous research conducted by Feri et al. (2020) the relationship between Transformational Leadership and Employee Performance, through Job Satisfaction as an intervening variable, is not as big as its direct influence. According to Ritonga and Bahri (2022) it shows that Transformational Leadership is able to improve employee performance through Job Satisfaction of employees at PT. Medan Fashion Mode, where the leader gives morale, gives advice, motivates ability development, approaches work rules and procedures as well as gives reprimand and praise to employees so that employees will feel satisfied with the attitude of the leadership and are satisfied with what employees receive. Furthermore, according to Muslih and Pratama (2022) the leader is a role model in order to create the goals that have been programmed. And then this can increase employee job satisfaction, with the more satisfied employees with their work, the performance of these employees will

increase. Thus, based on the results of previous studies, the eighth hypothesis can be formulated as follows:

H8: Transformational Leadership has a significant effect on Employee Performance with Job Satisfaction as an mediation variable

According to previous research conducted by Wehantouw et al. (2022) Compensation has a significant effect on Employee Performance through Job Satisfaction. According to Kumalasari and Efendi (2022) Compensation has a positive effect through Job Satisfaction on Employee Performance. Compensation is considered good when the company's policy of material compensation (basic salary, incentives, allowances) and non-material compensation (awards, guarantees) is deemed appropriate in accordance with government regulations and in accordance with what is expected by employees. Research on employees from PT Anugrah Harapan Nusantara shows that Compensation has a positive and significant effect on Employee Performance through Job Satisfaction (Salim et al. 2022). Thus, based on the results of previous studies, the ninth hypothesis can be formulated as follows:

H9: Compensation has a significant effect on Employee Performance with Job Satisfaction as an mediation variable

According to previous research by Lestari and Suryani (2018), Job Satisfaction is able to partially mediate the relationship between Organizational Culture and Employee Performance, because the direct influence is greater than the indirect effect, meaning that Organizational Culture will affect Employee Performance higher even without the influence of Job Satisfaction. For employees of Parador Hotels and Resorts, a good Organizational Culture can increase Job Satisfaction, but it does not have a significant effect on Employee Performance (Pawirosumarto et al., 2016). This shows that Job Satisfaction is the emotional feeling of employees in terms of work, supervision, wages, promotions (career opportunities) and cooperation. Employees still consider these things less than optimal. Organizational Culture and Job Satisfaction which are considered less than optimal have no significant effect on employee performance so that Job Satisfaction cannot be a variable that mediates Organizational Culture to improve employee performance. Thus, based on the results of previous studies, the tenth hypothesis can be formulated as follows:

H10: Organizational Culture has a significant effect on Employee Performance with Job satisfaction as an mediation variable



## METHODS

The research approach used by the author in this study is a quantitative approach. In testing in this study, hypothesis testing is used which is a temporary assumption that has been stated in the form of a statement. The unit of analysis used in this study is the individual, namely the employee who works at the mnc group television station in jakarta. The time horizon in this study is a cross sectional study, namely research conducted by collecting data only once during a certain period which aims to obtain answers to research questions.

The sample taken is 200 employees referring to the theory of Hair et al. (2020) revealed a suitable sample of around 100-200 respondents. The population criteria for this research are employees who work in the divisions of marketing, information technology, administration and finance, advertising, and media at four MNC Group television stations (RCTI, MNCTV, GTV and Inews). The sampling method used in this study is a purposive sampling technique, namely taking samples using criteria that are in accordance with those required in a study, employees who work in the marketing, information technology, administration, finance and advertising divisions. In this study, the first independent variable is Transformational Leadership using 6 indicators adapted from Manzoor et al. (2019). The second independent variable is compensation using 4 indicators adapted from Nwachukwu and Chladkova (2017). Furthermore, the third independent variable is Organizational Culture which is measured using 4 dimensions with 23 indicators adapted by Prieto et al. (2021). Then the intermediary Job Satisfaction variable (mediation variable) was measured using 6 indicators adjusted by Phuong and Vinh (2020). The dependent variable is Employee Performance with 5 indicators adjusted by Manzoor et al. (2019)

## RESULT

Based on the validity test results, there are six indicators used to measure the transformational leadership variable having a factor loading value of 0.50, which means that six indicator are valid, so they can be used in research.

**Table 1. Transformational Leadership Variable Validity Test Results.**

No	Indicators	Factor Loading	Decision
1	My manager can motivate employees to work together in a team.	0,930	Valid

No	Indicators	Factor Loading	Decision
2	My manager always considers my personal needs.	0,922	Valid
3	My manager leads by example (providing appropriate role models).	0,907	Valid
4	The manager challenges me to set goals for myself (high performance expectations).	0,901	Valid
5	My manager is able to inspire others with his future plans.	0,927	Valid
6	My manager challenges me to think about old problems in new ways.	0,928	Valid

**Source: Primary Data (2022)**

Based on the validity test results, there are four indicators used to measure the Compensation variable having a Factor Loading value of 0.50, which means that four indicator are valid, so they can be used in research.

**Table 2. Compensation Variable Validity Test Results.**

No	Indicators	Factor Loading	Decision
1	In the organization where I work, I get incentives such as promotions, awards, bonuses.	0,936	Valid
2	In the organization I work for, the salary I receive is determined by the results I have.	0,926	Valid
3	The organization I work for offers a salary that matches my skills, training, and education.	0,931	Valid
4	The organization I work for pays me according to the salary offered.	0,924	Valid

**Source: Primary Data (2022)**

Based on the validity test results, there are twenty three indicators used to measure the Organizational Culture variable having a Factor Loading value of 0.50, which means that twenty three indicator are valid, so they can be used in research.

**Table 3. Organizational Culture Variable Validity Test Results.**

No	Indicators	Factor Loading	Decision
<b><i>Involvement</i></b>			
1	Most of the employees are very involved in their work.	0,884	Valid
2	Information is shared with everyone when employees need it.	0,885	Valid
3	The work is organized in such a way that everyone sees the connection between the	0,889	Valid

No	Indicators	Factor Loading	Decision
	work and the goals of the company.		
4	Authority is delegated to employees.	0,879	Valid
5	Problems are reduced because people have enough skills to do the job.	0,903	Valid
<b>Adaptability</b>			
6	Company procedures are very flexible and easy to change.	0,899	Valid
7	The company's response to competitors and other changes in the business environment is adequate.	0,899	Valid
8	Changes are generated using customer comments and recommendations.	0,892	Valid
9	Decisions are made using customer input.	0,888	Valid
10	Failure is an opportunity to learn and grow	0,890	Valid
11	Innovation and strategies to overcome risk are ways to improve company performance.	0,897	Valid
<b>Consistency</b>			
12	Leaders and employees have the same goals when working in the company.	0,888	Valid
13	The company has a consistent set of values.	0,895	Valid
14	Agreements between management and employees are easy to reach.	0,892	Valid
15	The main problem is solved by reaching an agreement.	0,900	Valid
16	Working in a team with colleagues from different departments is easy.	0,910	Valid
17	There is a common goal between employees and the company.	0,907	Valid
<b>Mission</b>			
18	The company has long-term goals and direction.	0,899	Valid
19	Progress of stated goals is tracked permanently.	0,884	Valid
20	Employees and managers understand what needs to be done to make them successful in the long run.	0,879	Valid
21	There is a shared vision of the company in the long term	0,872	Valid
22	Leaders in the company have a good perception in the long term.	0,872	Valid
23	Short-term and long-term thinking run within the company.	0,884	Valid

**Source: Primary Data (2022)**

Based on the validity test results, there are six indicators used to measure the Job

Satisfaction variable having a Factor Loading value of 0.50, which means that six indicator are valid, so they can be used in research.

**Table 4. Job Satisfaction Variable Validity Test Results.**

No	Indicators	Factor Loading	Decision
1	Overall, I am quite satisfied with the work I have.	0,917	Valid
2	I don't work for another company.	0,918	Valid
3	I like the job I have.	0,923	Valid
4	There is a basic thing that I like the job I have.	0,928	Valid
5	I like my job more than many employees who work in other companies do.	0,933	Valid
6	I consider the leadership in the company as my first choice.	0,923	Valid

**Source: Primary Data (2022)**

Based on the validity test results, there are five indicators used to measure the Employee Performance variable having a Factor Loading value of 0.50, which means that five indicatorare valid, so they can be used in research.

**Table 5. Employee Performance Variable Validity Test Results.**

No	Indicators	Factor Loading	Decision
1	I consistently complete the tasks specified in the job description.	0,935	Valid
2	I consistently meet the performance requirements that exist within the company.	0,942	Valid
3	I fulfill all responsibilities when completing work.	0,943	Valid
4	I consistently fulfill my obligations to do work.	0,929	Valid
5	I have never failed at an important task.	0,931	Valid

**Source: Primary Data (2022)**

Based on the reliability test results table, it is known that the Cronbach Alpha coefficient value for the variables Transformational Leadership, Compensation, Organizational Culture, Job Satisfaction, Employee Performance 0.60 so that the measuring instrument used is reliable and can be continued for further research.

**Table 6. Reliability Test Results.**

Variabel	Items	Cronbach Alpha	Keputusan
Transformational Leadership	6	0,963	Reliabel
Compensation	4	0,947	Reliabel
Organizational Culture	23	0,988	Reliabel

Variabel	Items	Cronbach Alpha	Keputusan
Job Satisfaction	6	0,965	Reliabel
Employee Performance	5	0,964	Reliabel

**Source: Primary Data (2022)**

Based on the Goodness of Fit values obtained from data processing, there are several measures that are included in the Good Fit criteria, namely RMSEA (0,058), NFI (0,904) and RFI (0,937), it can be concluded that the model proposed in this study meets the Goodness of Fit criteria.

**Table 7. Statistical Statistic Test Result**

No	Variabel	n	Mean	Std.
1	Transformational Leadership	200	3,73	1,05
2	Compensation	200	3,80	1,08
3	Organizational Culture	200	3,60	0,95
4	Job Satisfaction	200	3,82	1,04
5	Employee Performance	200	3,83	1,07

**Source: Primary Data (2022)**

From the results of descriptive statistics for the Transformational leadership variable, it is known that the overall average value is 3.73, which means that employees at the MNC Group television station have a good assessment of Transformational Leadership in this case the leader provides motivation and does everything by respecting each individual and always interacting with members of his organization. Then, Compensation was found that the overall average value was 3.80, which means that employees at MNC Group television stations have a good assessment of Compensation with a standard deviation of 1.08. Compensation is anything that employees receive in return for their work. The results of descriptive statistics show that the average score of Organizational Culture support is 3.60, which means that employees at the MNC Group television station have a good assessment of the company's statement having long-term goals and directions with a standard deviation of 0.95. Job Satisfaction overall average score is 3.82 which means I consider the leadership in the company as my first choice with a standard deviation of 1.04. In addition, it is known that the descriptive statistical value for the average value of Employee Performance as a whole is 3.83, which means that I consistently fulfill my obligations to do work with a standard deviation of 1.07.

**Table 8. Hypothesis Test Results**

Hypothesis	Estimate	p-value	Decesion
H1: There is an effect of Transformational Leadership on Job Satisfaction	0,030	0,013	Ha1 Supported
H2: There is an effect of Compensation on Job Satisfaction	0,972	0,000	Ha2 Supported
H3: There is an influence of Organizational Culture on Job Satisfaction	0,056	0,011	Ha3 Supported
H4: There is an effect of Transformational Leadership on Employee Performance	0,020	0,000	Ha4 Supported
H5: There is an effect of Compensation on Employee Performance	0,929	0,006	Ha5 Supported
H6: There is an influence of Organizational Culture on Employee Performance	0,075	0,038	Ha6 Supported
H7: There is an effect of Job Satisfaction on Employee Performance	0,085	0,014	Ha7 Supported
H8: Job Satisfaction mediates theeffect of Transformational Leadership on Employee Performance	0,002	0,001	Ha8 Supported
H9: Job Satisfaction mediates theeffect of Compensation on Employee Performance	0,082	0,013	Ha9 Supported
H10: Job Satisfaction mediates the influence of Organizational Culture on Employee Performance	0,004	0,002	Ha10 Supported

**Source: Primary Data (2022)**

In testing the first hypothesis, the estimated value ( $\beta$ ) is 0.030 and the significant value is 0.013. A significant value of 0.013 is smaller than 0.05, then the decision taken is  $H_0$ 1 is accepted,  $H_a$ 1 is accepted, it can be interpreted that the better Transformational Leadership can increase Job Satisfaction. In testing the second hypothesis, it is indicated by an estimated value ( $\beta$ ) of 0.972 and a significant value of 0.000. A significant value of 0.000 is smaller than 0.05, then the decision taken is  $H_0$ 2 is rejected,  $H_a$ 2 is accepted, it can be interpreted that the better Compensation can create better Job Satisfaction. In testing the third hypothesis, it is indicated by an estimated value ( $\beta$ ) of 0.056 and a

significant value of 0.011. The significance value of 0.011 is smaller than 0.05, so the decision taken is  $H_03$  is rejected,  $H_{a3}$  is accepted, it can be interpreted that the better Organizational Culture can create better Job Satisfaction. In testing the fourth hypothesis, the estimated value ( $\beta$ ) is 0.020 and the significant value is 0.000. A significant value of 0.000 is smaller than 0.05, then the decision taken is  $H_04$  is rejected,  $H_{a4}$  is accepted, it can be interpreted that the better Transformational Leadership can create better Employee Performance. In testing the fifth hypothesis, it is indicated by an estimated value ( $\beta$ ) of 0.929 and a significant value of 0.006. A significant value of 0.006 is smaller than 0.05, then the decision taken is  $H_05$  is rejected,  $H_{a5}$  is accepted, it can be interpreted that better compensation can create better employee performance. In testing the sixth hypothesis, it is indicated by an estimate value ( $\beta$ ) of 0.075 and a significant value of 0.038. A significant value of 0.038 is smaller than 0.05, so the decision taken is  $H_06$  is rejected.  $H_{a6}$  is accepted, it can be interpreted that the better Organizational Culture can create better Employee Performance. In testing the seventh hypothesis, it is indicated by an estimate value ( $\beta$ ) of 0.045 and a significant value of 0.014. A significant value of 0.014 is smaller than 0.05, so the decision taken is  $H_07$  is rejected,  $H_{a7}$  is accepted, it can be interpreted that the better Job Satisfaction can create better Employee Performance. In the eighth hypothesis test, the direct effect of Transformational Leadership on Job Satisfaction has an estimated value of 0.001, and the direct effect of Job Satisfaction on Employee Performance has an estimated value of 0.096. The indirect effect of Transformational Leadership on Employee Performance mediated by Job Satisfaction is  $0.030 \times 0.045 = 0.001$ . A value of 0.001 means that Job Satisfaction can mediate the effect of

Transformational Leadership on Employee Performance. Based on the results of the Sobel statistical test, the p-value is 0.001, so the conclusion is that Hypothesis 8 is supported. This means that Transformational Leadership will increase Employee Performance because of Job Satisfaction from within employees. In the nine hypothesis test, the direct effect of Compensation on Job Satisfaction has an estimated value of 0.972, and the direct effect of Job Satisfaction on Employee Performance has an estimated value of 0.085. The indirect effect of Compensation on Employee Performance mediated by Job Satisfaction is  $0.972 \times 0.085 = 0.082$ . A value of 0.082 means that Job Satisfaction can mediate the effect of Compensation on Employee Performance. Based on the results of the Sobel statistical

test, the p-value is 0.807, so the conclusion is that Hypothesis ninth is supported. This means that Compensation will increase Employee Performance with Job Satisfaction from within employees. In the tenth hypothesis test, the direct effect of Organizational Culture on Job Satisfaction has an estimated value of 0.056, and the direct effect of Job Satisfaction on Employee Performance has an estimated value of 0.085. The indirect effect of Organizational Culture on Employee Performance mediated by Job Satisfaction is  $0.056 \times 0.085 = 0.004$ . A value of 0.004 means that Job Satisfaction can mediate the effect of Compensation on Employee Performance. Based on the results of the Sobel statistical test, the p-value is 0.807, so the conclusion is that Hypothesis tenth is supported. This means that Organizational Culture will improve Employee Performance with Job Satisfaction from within employees.

## **DISCUSSION**

Leaders who are able to provide guidance and direction to employees can create positive attitudes and behaviors from within employees. Leaders who are able to direct employees to work according to the vision and mission can create a positive emotional state from within employees. Leaders who always help employees can make employees avoid negative emotions when dealing with problems in the company.

All remuneration in the form of bonuses and incentives for all contributions made by employees to achieve the goals set by the company so as to increase the positive assessment from within employees of all aspects of their work. All awards given by employees to all contributions made to the company can create positive and positive attitudes from within employees when working in the company. Compensation as a form of reward given by employees to increase the contribution given to employees in order to achieve success for the company. The total of all rewards received by employees can create feelings of pleasure from within employees when working at the company.

Organizational Culture as shared beliefs and values that give meaning to members of an institution and make these beliefs and values as rules or guidelines for behavior within the organization so as to create a pleasant emotional condition from within employees when working in the company. A strong organizational culture will direct the behavior and actions of human resources within the company to be in accordance



with the goals of the company itself so that it creates positive attitudes and behaviors from within employees when working in the company.

The better the application of transformational leadership can inspire followers to go beyond their personal interests for the good of an organization in the sense that a leader must be able to have a tremendous effect on his subordinates and be able to respond quickly to what his subordinates need with a high level of commitment. positive appraisal from within employees of the work they have. Leaders who are able to direct employees to work in accordance with the vision, mission, goals, and objectives set by the company make employees want to increase their contribution to achieving the company's success.

Organizational Culture as a very strong force, which is consciously and deliberately developed and passed on to employees. This is the thread that can unite all employees working in the company thereby increasing employee performance. Cultural rules and traditions have great significance in any organization and have a great impact and a significant impact on all the efficiency and effectiveness achieved by employees and the organization. Culture in an organization is determined by the shared beliefs and values of all members of the organization. Beliefs, values, morals, symbols and guidelines for employee behavior in making decisions at the subconscious level so as to increase the contribution made by employees for the achievement of the company's success.

Job satisfaction is a general attitude towards one's job that shows the difference between the number of awards that workers receive and the amount they believe they should receive so that employees work efficiently and effectively within the company. Employees who have Job Satisfaction will feel happy working in the company so that employees want to improve their work results.

Transformational leadership can inspire followers with an interest in advanced moral values and ideas so that employees can create success for the company because employees have positive attitudes and behaviors when working in the company. Transformational leadership focuses on the ability of employees to make changes in a positive direction, so that employees are able to achieve the goals set by the company because employees have positive attitudes and behaviors when working in the company.

Compensation as a reward or remuneration in the form of money in order to increase the results achieved by employees when working in the company because employees have positive attitudes and behaviors when working in the company. Compensation is able to increase enthusiasm to produce better employee performance because employees have positive attitudes and behaviors when working in the company assessing the better Organizational Culture as a series of basic values, estimates, interpretations, and mindsets shared by all company employees and it is also transmitted to new employees of the company can increase the contribution made by employees when working in the company because employees have the attitude and positive behavior when working in the company. Organizational culture is an organizational value system that provides rules for sharing information, reaching general agreements, and acting on its meaning so that employees can increase their contribution in achieving company goals because employees work with feelings of pleasure in the company.

#### **CONCLUSION, MANAGERIAL IMPLICATIONS, LIMITATION AND FUTURE RESEARCH**

The results of this study found that Transformational Leadership, Compensation,

Organizational Culture have an influence on Employee Performance and also on Job Satisfaction. In the next result, Job Satisfaction can mediate Transformational Leadership on Employee Performance, Compensation on Employee Performance and Organizational Culture on Employee Performance.

Leaders often pay attention to employees by providing assistance according to their needs so that employees are able to work in accordance with the vision and mission set by the company. Leaders always give encouragement by providing incentives and bonuses to employees to work better in the company. Leaders always try to pay attention to the welfare of employees. leadership can increase employee participation in the work. Participation is various forms of participation of organizational members in using their energy and thoughts and time in realizing organizational goals. Leaders can increase cohesiveness and positive interactions with employees. Leaders can communicate effectively with employees. Effective

communication is done by providing two-way feedback to employees so that employees work better in the company. Leaders always provide assistance, provide instructions and directions to employees so that employees can work better in the company. Instructions and directions from the leadership as a guide for employees in working in the company.

This study only examines employees at the MNC Group television station as respondents. This study only discusses the variables of Transformational Leadership, Compensation, Organizational Culture, Job Satisfaction, and Employee Performance. other television stations such as ANTV, SCTV, and Tv One and can examine other variables

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