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The effect of compensation, staffing status, and leadership style on employee performance through job satisfaction

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ABSTRACT

The research phenomenon is that employee performance at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province has not been optimal. The purpose of the study was to determine the Effect of Compensation, Staffing Status, and Leadership Style on Employee Performance through Job Satisfaction as a Mediation Variable at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province. This research uses a quantitative approach with the PLS-SEM (Partial least square path modeling- structural equation modeling analysis) analysis method. Primary data collection techniques use questionnaire techniques. The study sample of 104 respondents using saturated models according to the minimum sample size was four times ten times the most significant structural number leading to the construct. Based on the discussion of the research results, it was concluded that the results were direct: there was a positive and significant influence of Compensation, Staffing Status, Leadership Style, and job satisfaction on Employee Performance at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province. Indirect results there is a positive and significant influence of compensation, staffing status, and leadership style on employee performance through job satisfaction as a mediation variable at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province.



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Introduction

The General Election Supervisory Agency (Bawaslu) is one of the institutions that organize independent and free elections from various parties. The implementation of Bawaslu's duties and authorities has been regulated in Law Number 7 of 2017 concerning General Elections. One of Bawaslu's duties includes public services, so it is required to present optimal Performance. Public service is a mandate mandated by the Indonesian Constitution. The obligation to provide reliable public services for the entire community is the duty and responsibility of Bawaslu. For this reason, efforts to fulfill public services for the district must provide space for citizens to ensure better service quality and offer services of the highest possible quality through public participation, which is open to citizens as holders of rights and obligations (Afrimadona & Darmastuti, 2022).

Human resources (HR) play an essential role in the company because it plans, organizes, implements, and controls various efforts to achieve its goals and objectives Sugiono & Pratista (2019). In carrying out its duties and authorities, Bawaslu needs human resources. The need for human resources in Bawaslu is not only

quantity but also related to quality. The importance of human resources in Bawaslu is a valuable asset because it can contribute to the achievement of Bawaslu's goals. According to Sabilalo et al. (2020), HR is the organization's driving force. In achieving its organizational goals, an organization must go through people who act as actors in attaining them. Besides being a mobilizer, HR is also a thinker and planner to achieve Bawaslu's goals.

The existence of reliable human resources in Bawaslu can improve employee performance and can make an advantage for Bawaslu because employee performance will not be achieved optimally without the support of employee performance. Employee performance plays a vital role in achieving the goals of organizations or government agencies (Manalu, 2021). Goal setting from Bawaslu is a strategy to improve employee performance. This goal will provide direction and affect how Bawaslu expects work behavior towards each personnel. HR has an essential role for Bawaslu, so it is necessary to pay special attention to determining what HR indicators affect employee performance, job satisfaction, work discipline, leadership, implementation, training, education, motivation, work environment, job training, recruitment, and Bawaslu commitment.

The demands of employee work efforts in carrying out their duties, functions, and responsibilities to achieve the targets that have been set, the provision and readiness of Human Resources (HR) both from Civil Servants (PNS) who come from the formation of CPNS and Non-Civil Servant Government Employees (PPNPN) become the need to strengthen capacity building Bawaslu to support the performance achievements of civil servants and PPNPN. Civil servants are structural officers, functional officers, and technical staff. PPNPN is technical implementing staff and support staff. The provision of human resources, both civil servants and from PPNPN, following competencies in the form of knowledge, skills, experience, and behavioral attitudes, is a logical consequence of the demands of Bawaslu's goals and objectives in achieving Performance.

The importance of Performance of Bawaslu employees is the key to Bawaslu's success. Still, Bawaslu data in DKI Jakarta Province shows that PPNPN performance is less than optimal. This problem is based on the PPNPN Bawaslu Performance Evaluation report in Jakarta Province in 2019, reaching 68.14% in 2020, achieving 59.41%, and increasing in 2021, reaching 59.43. In general, the Performance of employees in the Bawaslu Secretariat tends to decline, so some PPNPN employees often wait for orders to carry out their duties, leave their duties when the implementation of work in the field is ongoing, and lack a sense of responsibility in carrying out their duties (Nasruddin et al., 2022) because it has the task of complementing existing human resources in a government agency that is expected to maximize Performance on community services (Raditya et al., 2022).

Bawaslu needs reliable human resources and high Performance in carrying out duties and responsibilities. The success of achieving Bawaslu's goals and organization dramatically affects the Performance of existing employees. One of them is by improving employee performance through providing appropriate compensation in return to employees for their efforts for the company: this is because everyone who works has a motive to get benefits or benefits at work (Jufrizen, 2018). According to Efendi & Rahardja (2021), compensation is one of the main reasons employees work. Employees use their knowledge, skills, energy, and commitment not only to prove or devote themselves to the organization but another goal they want to achieve, namely expecting rewards or compensation for the Performance and productivity of the work they produce.

According to Arifudin (2019), Compensation or repayment programs generally aim to benefit the company, employees, and the government or society. For this goal to be achieved and to provide satisfaction for all parties, the compensation program should be established based on fair and reasonable principles. Based on preliminary information from the Bawaslu of DKI Jakarta Province that the salary earned by PPNPN is still below the Provincial Minimum Wage, and intensive Performance and overtime are still not paid on time. According to Lewa and Subowo in Riyadi (2020), the compensation must be decent, fair, acceptable, satisfactory, work motivation, rewarding, and following needs.

Another factor that affects employee performance is employee status. Staffing status is related to the position of employees within the Bawaslu Institution of DKI Jakarta Province, which has a contract period of 1 (One) Year. The contract agreement will be renewed yearly on the condition that PPNPN has followed the evaluation stage by conducting CAT exams and interviews. Based on the results of preliminary observations, researchers found that staffing status in Bawaslu, DKI Jakarta Province, was the dominant factor that affected employee performance. This is because almost more than 85% of employees in Bawaslu, DKI Jakarta Province, are PPNPN.

Based on the Government Regulation of the Republic of Indonesia Article 96 Number 49 of 2018 concerning Management of Government Employees with Employment Agreements, which contains prohibitions and imposition of sanctions for personnel development officials or other officials in all

government agencies who appoint honorary employees or with other designations are not civil servants or PPPK. Commitment Making Officers (PPK or other officials who are still establishing employees other than civil servants and PPPK will be subject to sanctions following applicable laws and regulations. Article 96 Number 49 of 2018 is an affirmation for all KDP or other officials in all government agencies, including Bawaslu DKI Jakarta Province, to no longer appoint PPNNP employees. Government Regulation Article 99 Number 49 of 2018 states that the transition period for PPNNP who are still working in government agencies, including in Bawaslu, DKI Jakarta Province, is given 5 (five) years to be able to take part in the PPPK selection for those who meet the requirements. After the transition period, it is no longer allowed to have PPNNP fill the position of ASN in the Bawaslu environment of DKI Jakarta Province. Because this transition period will end in 2023, this will impact human resources.

In addition to staffing status, Performance is also influenced by leadership style. According to Batubara (2020), one of the factors that need to be considered is regarding the leadership style applied by leaders in the company, namely how the leadership style used by leaders can support the Performance of their employees to be better. The picture of the leadership that encourages Bawaslu employees, it can be seen that there is a close relationship between leadership style and employee performance. Leadership style in Bawaslu DKI Jakarta Province can shape employee behavior, such as productivity level and level of leadership. Based on preliminary observations shows how significant a leadership role is in the Bawaslu environment in DKI Jakarta Province, so leaders in the Bawaslu environment of DKI Jakarta province must be able to lead so that they can be relied on. Thus, it can be said that leadership style is a determining factor in the success or failure of Bawaslu's goals in DKI Jakarta Province, achieving the goals as expected.

If there is no balance between compensation, staffing status, and leadership style, it will affect job satisfaction. Compensation, staffing status, and leadership style not only directly or indirectly impact employee performance but also affect employee performance by mediating through work satisfaction. Individuals with high job satisfaction have a positive attitude toward their work. In contrast, individuals with low job satisfaction have a negative attitude toward their work (Suhenda et al., 2022).

Following up on the problems Bawaslu of DKI Jakarta Province faced, this research was carried out by developing gaps from relevant research and findings of consistency and inconsistency. There is the consistency of research from research gaps on compensation for employee performance stated

Sugiyono et al. (2021), Maharani & Efendi (2019), and Arifudin (2019) stated that compensation has a positive and significant effect on employee performance, but Anshori & Nurwulandari (2021) use employee performance. However, Riyadi (2020) research states that financial compensation does not affect employee performance. This research also developed from a research gap in payment for employee performance which shows the inconsistency of research stated manual (2021) staffing status affects employee performance. However, Suharman et al. (2020) noted that staffing status does not affect employee performance.

Halim (2020) research states that leadership style has a positive and significant influence on employee performance. Still, the breakdown of Sugiyono & Rahajeng (2022) and Monica (2019) uses employee performance as a bound variable. Meanwhile, the research of Anshori & Nurwulandari (2021) uses only leadership and employee performance. This shows a difference in the use of employee performance variables with employee performance. In terms of work output, the Performance of employees with employee performance has the same goal but in meaning has a different view from the organizational point of view. In addition, there are inconsistencies in Siagian & Khair (2018) research stating that leadership styles have a positive and insignificant effect on employee performance, while the study of Sugiyono & Rahajeng (2022), leadership style has a negative and negligible impact on employee performance.

This research is developed by Sugiono & Pratista (2019) and uses the influence of compensation, leadership style, and competence on employee performance through job satisfaction. This study was developed by including staffing status, one of the determining factors affecting employee performance and job satisfaction. The reason for this study is to include employment status because there are Non-Civil Servant Government Employees who support the implementation of work duties as civil servants in Bawaslu in DKI Jakarta Province, but in terms of staffing status, not as civil servants and will not even become civil servants. Alesan is a development of the research of Anshori & Nurwulandari (2021) and the analysis of Sugiyono & Rahajeng (2022) by adding staffing status as novelty research.

Method

This type of research uses quantitative research. Based on the explanation of quantitative research methods, the phenomenon of causal relationships that indicate the existence of free and bound variables can be

explained that free variables consist of Compensation (X1), Staffing Status (X2), and Leadership Style (X3), Variables of Job Satisfaction Mediation (X4) and Variables bound to Functional Performance of Researchers (Y). The sampling technique used saturated sampling. In this study using Partial Least Square- Structural Equation Modeling (PLS-SEM).

Performance refers to the results or achievements of an individual or group in carrying out a particular task or job. It is a measure of the extent to which predetermined goals and targets are successfully achieved. Performance can refer to a variety of things, depending on the context and field in which the term is used (Mustafid, 2017). In the context of work and organizations, employee performance includes the achievement of specified work outcomes in terms of quality, quantity, efficiency, and effectiveness. Employee performance is often measured through performance appraisals and evaluations from supervisors or management teams. Some factors that can affect employee performance include compensation, worker status, and leadership style.

Compensation is all gifts in the form of financial or non-financial from organizations or agencies to employees as a form of reward or compensation for services provided by employees to organizations or agencies (Nzyoka & Orwa, 2016). Compensation in this study is defined as giving from organizations or agencies to employees in the form of wages and salaries, incentives, allowances and facilities. Employment status refers to the legal classification or employment relationship between an individual and an employer or government agency. Employment status determines the rights, responsibilities, and legal protections that an employee has (Rogers, 2016). Employment status can vary based on the type of job, legal regulations, and organizational policies. A leadership style is a pattern or approach used by a leader in directing, motivating, and influencing team or group members to achieve a common goal (Gani, 2020). Leadership styles can vary from one individual to another, and sometimes leaders can also use different styles depending on the situation or challenge at hand. Job satisfaction is the positive feelings and pleasure felt by an employee towards their job (Andayani, 2020). It includes the level of satisfaction, happiness, and personal fulfillment derived from various aspects of the job and work environment. When an employee is satisfied with their job, they tend to feel more motivated, dedicated and perform well.

Results and Discussions

Convergent validity testing by looking at AVE values > 0.5 (Valid) and composite reliability and Cronbach Alpha > 0.70 (reliable).

Table 1. Validity and Reliability Test

Construct Variables	AVE $> 0,5$	CA $> 0,70$	CR $> 0,70$	Criterion
Compensation	0.722	0.799	0.881	Valid and Reliable
Employment Status	0.626	0.767	0.866	Valid and Reliable
Leadership Style	0.711	0.743	0.854	Valid and Reliable
Job Satisfaction	0.683	0.809	0.886	Valid and Reliable
Employee Performance	0.662	0.702	0.833	Valid and Reliable

Source: Primary data processed

Furthermore, the Structural Model Analysis (Inner Model) on the R-Square analysis (R^2) as the predictive force of the structural model with the criteria of R^2 values of 0.75, 0.50, and 0.25 can be concluded that the model is robust, moderate, and weak.

Table 2. R-Square (R^2)

Constructs	R Square	R Square Adjusted
Job Satisfaction	0.405	0.387
Employee Performance	0.682	0.669

Source: Primary data, processed, SmartPLS output, 2022

The test results of the Structural Equation Model (Inner Model) are described as follows: 1) R-Square resultsshow a Job Satisfaction construct with a value of 0.405 or 40.5%. This value shows the magnitude of the influence of the Compensation construct, Employment Status, and Leadership Style on Job Satisfaction of 0.405 or 40.5%. These results show the model's ability to explain the variance of the dependent variables of Job Satisfaction together with the Compensation construct, Staffing status, and Leadership style. The joint influence of exogenous construct variables on endogenous construct variables of 0.405 or 40.5%, while the rest of $100\% - 40.5\% = 59.5\%$ is the influence of other variables that were not studied. The combinedeffect of exogenous construct variables on endogenous construct variables of 0.405 or 40.5% falls within the moderate

or moderate criteria. The calculation $e_1 = \sqrt{1-0.405} = \sqrt{0.595} = 0.771$ indicates an epsilon/residual value of 77.1%; 2) R-Square results show an Employee Performance construct with a 0.682 or 68.2% value. This value shows the magnitude of the influence of the compensation construct, staffing status, leadership style, and job satisfaction on employee performance of 0.682 or 68.2%, while the remaining $100\% - 68.2\% = 31.8\%$ is the influence of other variables that were not studied. These results show that the model's ability to explain the variance of the dependent variables of Employee Performance is included in the decisive criteria. The calculation $e_2 = \sqrt{1-0.682} = \sqrt{0.318} = 0.564$ indicates an epsilon/residual value of 56.4%.

Goodness of fit (GoF) assessment to validate the combined Performance of the measurement model (outer model) and structural model (inner model). The gof value criteria are 0.10 (GoF small), 0.25 (GoF medium), and 0.36 (GoF large). The results of the GOF can be seen in the table below.

Table 3. Average AVE and R² value results

Constructs	AVE value	R ² value
Leadership Style	0.711	-
Job Satisfaction	0.683	0.405
Employee Performance	0.662	0.682
Compensation	0.722	
Employment Status	0.626	
Sum	3.404	1.087
Average	0.681	0.544

Source: Primary data, processed, SmartPLS output, 2022

The calculation of GoF uses the Tanenhaus formula et al., that is, the square root of the average value of AVE and the average R². The result of the Goodness of Fit (GoF) value of 0.609; thus, the model is included in the significant criterion. This result means that the model has a high ability to explain empirical data, so overall, it can be said that the model formed is valid. In addition, Compensation, Staffing Status, and Leadership Style through Job Satisfaction are suitable for predicting Employee Performance. Furthermore, the results of this study are compiled in a summary of the measurement and test results in the table below.

Table 4. Summary of Hypothesis Testing Results

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style \square Job Satisfaction	0.203	0.202	0.082	2.476	0.014
Leadership Style \square Employee Performance	0.164	0.169	0.063	2.598	0.010
Job Satisfaction \square Employee Performance	0.405	0.393	0.086	4.682	0.000
Compensation \square Job Satisfaction	0.243	0.247	0.108	2.251	0.025
Compensation \square Employee Performance	0.198	0.199	0.098	2.026	0.043
Employment Status \square Job Satisfaction	0.331	0.325	0.100	3.322	0.001
Employment Status \square Employee Performance	0.258	0.268	0.088	2.921	0.004

Source: Primary data, processed, SmartPLS output, 2022

The effect of compensation on job satisfaction at the Bawaslu Secretariat of DKI Jakarta Province

The results of testing the first hypothesis proved empirically that compensation directly had a positive and significant effect on job satisfaction. Findings with this positive direction indicate that compensation is a reward or reward for specific work achievements that are employees' expectations in carrying out their work. This shows the job satisfaction of employees of the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in carrying out their duties. The compensation received by employees at the DKI Jakarta Provincial Election Supervisory Agency is a form of providing compensation for services given to a person for the achievements of the work he does based on the primary duties he is responsible for following his existence in the organization due to the receipt of salaries, incentives, and benefits.

The descriptive results show that the findings on the compensation received by PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in increasing job satisfaction can be increased by increasing PPNPN salary receipts. Salary receipt is the amount of money employees receive due to the implementation of routine duties. Salary receipts are the hope of PPNPN

employees because it is a form of compensation that can meet employee welfare. The difference in salary receipts between civil servants and PPNP employees is a problem because with the same task load in carrying out work and based on preliminary observations from the DKI Jakarta Provincial Bawaslu that the salary earned by PPNPN is still below the Provincial Minimum Wage so that it affects PPNPN job satisfaction.

Research findings that show the premise of compensation are based on the selection of Compensation Theory from Kaswan (2017) and Gaol (2015), which explains the scope of compensation, including Salary receipts, Incentives, and Benefits. This shows that balance through salary passes is one of the main reasons for PPNPN employees to work using their knowledge, skills, energy, and commitment because they expect a reward or repayment.

The relationship of compensation to job satisfaction of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the form of awards given by employees in return for contributions made to organizations that show feelings with the receipt of services provided to these employees. This indicates the presence of positive authorship, so the research of Hidayat et al. (2019) and Marcelia et al. (2022) state that compensation affects job satisfaction.

The effect of staffing status on job satisfaction at the Bawaslu Secretariat of DKI Jakarta Province

The results of testing the second hypothesis proved empirically that staffing status directly had a positive and significant effect on job satisfaction. This finding with a positive direction shows that staffing status is the status of PPNPN employees assigned to the Bawaslu Secretariat of DKI Jakarta Province for several jobs following their agreements with the organization they are set to. Therefore, in terms of position, the status of PPNPN employees affects job satisfaction at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in carrying out their duties. Employment status is the status of a person who is assigned as a worker from an organization to carry out fragmentation of the primary responsibilities that serves as the primary driver of any organization that has a particular status position which includes Non-Civil Servant Government Employees (PPNPN), Civil Servants (PNS), and Loyalty.

Based on the descriptive results, it shows that the findings about the employment status of PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in increasing job satisfaction can be improved by increasing changes in the status of Non-Civil Servant Government Employees (PPNPN) and Loyalty. Non-Civil Servant Government Employees (PPNPN) are Indonesian citizens who meet certain conditions and are appointed based on an employment agreement for a certain period to carry out government duties. This shows that PPNPN staffing status is not a civil servant because its existence is in accordance with the organization's needs in supporting the organization's responsibilities and functions that require employees with particular expertise in accordance with their needs. In addition, with the implementation of Article 96 Number 49 of 2018 as an affirmation for all KDP or other officials in all government agencies, including Bawaslu DKI Jakarta Province, to no longer appoint PPNPN employees, job satisfaction of PPNPN employees is decreasing.

Another descriptive result on staffing status efforts to increase job satisfaction of PPNPN employees from loyalty. Loyalty is an attitude of doing the best job when working. However, PPNPN employees' loyalty in the descriptive results findings is still below average. This shows a decrease in the loyalty of PPNPN employees which is reflected in the sadness of employees who have not met work targets, which affects PPNPN job satisfaction.

Research findings that show the premise of employment status are based on Law Number 5 of 2014 concerning the State Civil Apparatus and Aspita & Sugiono (2019). This indicates that compensation through staffing status is one of the main reasons for PPNPN employees to work using their knowledge, skills, workforce, and commitment because they expect a change in staffing status.

The relationship of staffing status to job satisfaction of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the inherent quality of a person in the job, which distinguishes one Employee from another in the organization to show a more extended work attachment between these employees. This indicates that there is a positive authorship from the research of Ola et al. (2019). Staffing status has a positive and significant effect on job satisfaction.

The influence of leadership style on job satisfaction at the Bawaslu Secretariat of DKI Jakarta Province

The results of the third hypothesis testing proved empirically that staffing status had a positive and significant effect on job satisfaction. The findings with this positive direction show that the leadership style is related to the role of the leadership to encourage PPNPN employees so that there is a formation of attitudes and behaviors in carrying out duties at the Bawaslu Secretariat of DKI Jakarta Province. Therefore, in terms of

authority and responsibility, the leadership style affects the job satisfaction of PPNPN at the Secretariat of the DKI Jakarta Provincial Election Supervisory Agency.

Leadership style in implementing the duties and functions of the Secretariat of the DKI Jakarta Provincial Election Supervisory Agency is related to participatory leadership style. According to Sutrisno (in Yulistiyono et al., 2021), the participatory leadership style is shown from the way the leader allows subordinates to be organized spiritually, physically, and materially in his work in the organization. The elaboration of this theory suggests that the participatory leadership style will enable assistants to actively participate in supporting the achievement of work objectives, in this case, the successful implementation of democracy so that this style of leader is formed from attitudes and behaviors in the process of interaction of parties who influence each other among leaders to organize directing. Foster subordinate's role in carrying out the main tasks of a series of job descriptions supported Relationship Style, The Executive, and Situation leadership.

Based on the descriptive results, it shows that the findings about leadership style at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in increasing job satisfaction can be improved by increasing Relationship Style. Relationship Style that takes place at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province is a leadership style that has a close relationship with group members, there is open communication and psychological and emotional support with PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province.

Research findings showing the premise of leadership style are based on Leadership Style Theory from Luthans (2016), Reddin (in Muladi & Sujatno, 2014), and Hersey and Blanchard (in Maulana Ali, 2013). This shows that leadership style through Relationship Style is one of the main reasons for PPNPN employees to work because of the emotionally built relationship to carry out work efforts at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province.

The relationship of leadership style to job satisfaction of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the norms of behavior used by leaders to influence the behavior of subordinates following directions and guidance so that these employees obtain satisfaction. This shows the existence of positive authorship, so in the research of Hidayat et al. (2019), leadership style affects job satisfaction.

The effect of compensation on employee performance at the Bawaslu Secretariat of DKI Jakarta Province

The results of the fourth hypothesis testing proved empirically that compensation directly had a positive and significant effect on employee performance. Findings with this positive direction show that compensation is a reward or reward for specific work achievements that are the expectations of employees in supporting employee performance achievements. This offers the Performance of employees of the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province to support the implementation of election supervision. The compensation received by employees at the DKI Jakarta Provincial Election Supervisory Agency is a form of providing compensation for services provided to employees who are carried out based on the primary duties they are responsible for following the work standards required in the organization because of the rewards received by PPNPN such as salary receipts, incentives, and work benefits. In contrast, PPNPN employees work at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province.

Based on the descriptive results, the findings on compensation that affect the Performance of PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province can be improved by increasing PPNPN salary receipts. Salary receipt is the amount of money employees receive due to the implementation of routine duties. The amount of salary receipts can affect the Performance of PPNPN employees because of work output, so the organization provides compensation in the form of salary receipts. This shows that settlement affects the Performance of PPNPN employees.

Compensation for employees of the DKI Jakarta Provincial Election Supervisory Agency, which affects employee performance, is a form of compensation for services given to employees for the performance achievements they carry out based on their primary duties so that there are salary receipts, incentives, and benefits. The concept of Compensation Theory proposed by Kaswan (2017) and Gaol (2015) explains the scope of compensation includes salary receipts, incentives, and benefits.

The relationship of compensation to the Performance of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the form of appreciation given by employees in return for contributions made to the organization that show the results of work carried out by employees can complete the tasks assigned to them following punctuality and work standards. This shows the existence of positive authorship in the research of Sugiono et al. (2021), Suwati (2013), and Jufrizen (2018) stated that there was a positive and significant influence of compensation on employee performance. Meanwhile, the research of Kumalasari & Efendi (2022) says that compensation directly positively affects Performance. As well as the study of

Syahputra & Sugiono (2022) and Marcelia et al. (2022) stated that compensation for employee performance has a positive and significant effect. However, the research of Putro et al. (2021) uses compensation as a moderation variable for employee performance.

The effect of staffing status on employee performance at the Bawaslu Secretariat of DKI Jakarta Province

The results of the fifth hypothesis test proved empirically that staffing status directly had a positive and significant effect on employee performance. The findings with this positive direction show that the employment status is the status of PPNPN employees assigned to the Bawaslu Secretariat of DKI Jakarta Province to achieve performance results according to the agreement they are given. Therefore, in terms of position, the status of PPNPN employees affects the Performance of employees and the organizational Performance of the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province. Staffing status is related to employee performance because PPNPN employee status has the central driving role in carrying out the duties and functions of the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province, whose employees have certain status positions which include Non-Civil Servant Government Employees, (PPNPN), Civil Servants (PNS), and Loyalty.

Based on the descriptive results, it shows that the findings on the employment status of PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in improving employee performance can be enhanced by increasing changes in the quality of Non-Civil Servant Government Employees (PPNPN) following Law Number 5 of 2014 concerning State Civil Apparatus and Loyalty. This is stated by Aspita & Sugiono (2019) that employee loyalty is an attitude to doing the best job when carrying out their primary duties that can meet work targets. However, the status of employees affects PPNPN job satisfaction, so there are efforts to overcome this problem based on the findings obtained.

The relationship between staffing status and the Performance of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the inherent quality of a person in work so that there are efforts to carry out work following their primary duties in the organization. This shows positive authorship from manual research (2021) stating that staffing status affects employee performance. Analysis by Ola et al. (2019), staffing status has a positive and significant effect on employee performance.

Research by Apriliyani et al. (2022) and Suwati (2013) stated that there was a positive and significant influence on Worker Status on employee performance. Still, there were differences in the variables that used employee performance, while the study used employee performance.

The influence of leadership style on employee performance at the Bawaslu Secretariat of DKI Jakarta Province

The results of the sixth hypothesis testing proved empirically that staffing status directly had a positive and significant effect on staffing performance. The findings with this positive direction show that leadership style is related to the role of leaders to improve the Performance of PPNPN employees due to the leadership style in providing advice and guidance and being able to receive opinions from subordinates to support the achievement of task implementation at the Bawaslu Secretariat of DKI Jakarta Province. Therefore, in terms of authority and responsibility, the leadership style affects the job satisfaction of PPNPN at the Secretariat of the DKI Jakarta Provincial Election Supervisory Agency.

The contribution of leadership style to employee performance is shown from the implementation of the duties and functions of the Secretariat of the DKI Jakarta Provincial Election Supervisory Agency about participatory leadership style. Participatory leadership style according to Sutrisno (in Yulistiyono et al., 2021), the participatory leadership style is shown by the way the leader allows subordinates to be actively organized both organized, spiritually, physically, and materially in his work in the organization. The elaboration of this theory shows that the participatory leadership style provides an opportunity for subordinates to actively participate in supporting employee performance achievements from a series of job descriptions of PPNPN employee employment agreements supported by Relationship Style, The Executive, and Leadership situation.

Based on the descriptive results, it shows that the findings on leadership style at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province in improving employee performance can be enhanced by improving Relationship Style. The relationship Style that takes place at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province is a leadership style that has a close relationship with group members, and there is open communication and psychological and emotional support with PPNPN employees at the Secretariat of the General Election Supervisory Agency in DKI Jakarta Province.

These findings are in line with the premise of the description of Leadership Style Theory put forward by Luthans (2016), Reddin (in Muladi & Sujatno, 2014), and Hersey and Blanchard (In Maulana Ali, 2013),

which explains the scope in staffing status including Relationship Style, The Executive, and Leadership situation.

The relationship of leadership style to the Performance of employees of the DKI Jakarta Provincial Election Supervisory Agency is due to the norms of behavior used by leaders to influence the behavior of subordinates following directions and guidance so that there are employee work efforts to support performance achievements following their primary duties in the organization. This shows the existence of positive authorship, so the research of Sugiono & Rachmawati (2019) stated that transformational leadership style partially has a positive and significant effect on employee performance. Hidayat et al. (2019) and Sukmawati et al. (2020) noted that leadership style affects employee performance.

Furthermore, the research of Sugiono et al. (2021) by using employee performance states that there is a positive and significant influence of leadership style on employee performance.

The effect of job satisfaction on employee performance at the Bawaslu Secretariat of DKI Jakarta Province

The results of the seventh hypothesis test empirically proved that job satisfaction directly had a positive and significant effect on employee performance. Job satisfaction is the feeling of employees of the DKI Jakarta Provincial Election Supervisory Agency who are felt at work so that the responsibilities in their position include conformity between one's expectations, appropriate placement following expertise, and encouragement of individual morale. The concept of Job Satisfaction Theory was proposed by Sinambela (2012), Malayu S.P. Hasibuan (2019: 203), and (Setiawan, 2012) which explained job satisfaction including Compatibility between one's expectations, appropriate placement according to expertise, and encouragement of individual morale.

Job satisfaction is closely related to the Performance of employees of the DKI Jakarta Provincial Election Supervisory Agency showing employees who are satisfied with their work that there are efforts to complete the tasks assigned to them and will continue to improve their Performance. This shows the existence of positive authorship, so in the research, Ola et al. (2019) stated that Job Satisfaction has a positive and significant effect on Performance.

The effect of compensation on employee performance through job satisfaction.

The eighth hypothesis testing proved empirically that compensation indirectly had a positive and significant effect on employee performance mediated by job satisfaction. Compensation through job satisfaction is a form of providing compensation for services given to employees of the DKI Jakarta Provincial Election Supervisory Agency for the achievements of the work they do because of a sense of satisfaction in carrying out work to contribute to the completion of work following their responsibilities in the organization.

This shows the existence of positive authorship, so the research of Hidayat et al. (2019) stated that there is an indirect effect of compensation on employee performance through employee job satisfaction.

The effect of staffing status on employee performance through job satisfaction.

The results of the ninth hypothesis test proved empirically that staffing status indirectly had a positive and significant effect on employee performance mediated by job satisfaction. Staffing status through job satisfaction is the status of employees of the DKI Jakarta Provincial Election Supervisory Agency to carry out fragmentation of essential duties can be carried out happily because of the satisfaction obtained by these employees to be able to show the Performance of employees of the DKI Jakarta Provincial Election Supervisory Agency who meet work standards. This indicates positive authorship, but no one has examined staffing status through job satisfaction with employee performance, so the research is updated.

The influence of leadership style on employee performance through job satisfaction.

The results of testing the tenth hypothesis proved empirically that leadership style indirectly has a positive and significant effect on employee performance. The leadership style in the DKI Jakarta Provincial Election Supervisory Agency through job satisfaction is an attitude and behavior in the process of interaction of parties who influence each other among leaders to regulate directing and fostering subordinates through job satisfaction felt by employees of the DKI Jakarta Provincial Election Supervisory Agency so that there are work efforts to carry out the main tasks.

This shows the existence of positive authorship, so the research of Hidayat et al. (2019) stated that leadership style has an indirect influence on employee performance through employee job satisfaction.

Conclusions

Based on the data and discussion in the preceding chapter, remuneration positively and significantly affects job satisfaction. Thus, increasing DKI Jakarta Provincial Election Supervisory Agency employee compensation increases job satisfaction. Job satisfaction rises with employment position. Thus, empirically, improving employment status increases DKI Jakarta Provincial Election Supervisory Agency employee job satisfaction. Leadership style boosts job happiness. Thus, empirically, improving leadership style increases DKI Jakarta Provincial Election Supervisory Agency employee work satisfaction. Pay boosts employee performance. Thus, empirically, increasing DKI Jakarta Provincial Election Supervisory Agency staff salary improves performance. Staffing status boosts employee performance. Thus, empirical evidence shows that improving employment status improves DKI Jakarta Provincial Election Supervisory Agency staff performance. Leadership style boosts worker productivity. Thus, empirical evidence shows that improving leadership style improves DKI Jakarta Provincial Election Supervisory Agency staff performance. Job happiness boosts performance. Thus, employment happiness improves DKI Jakarta Provincial Election Supervisory Agency employee performance. Job happiness boosts performance. Thus, employment happiness increases DKI Jakarta Provincial Election Supervisory Agency employee performance. Staffing status boosts job happiness and performance. Thus, employment happiness improves DKI Jakarta Provincial Election Supervisory Agency employee performance. Leadership style boosts job happiness and staff performance. Thus, job happiness improves leadership style and DKI Jakarta Provincial Election Supervisory Agency staff performance.

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