

The Effect of Transactional Leadership, Organizational Culture, Commitment and Compensation on Job Satisfaction and Employee Performance at the Education Office of South Sulawesi Province

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The Effect of Transactional Leadership, Organizational Culture, Commitment and Compensation on Job Satisfaction and Employee Performance at the Education Office of South Sulawesi Province

Andi Fachruddin¹, Jeni Kamase,²Serlin Serang³&Abas Selong⁴

¹Doctor of Management Science, Indonesian Muslim University, Makassar

^{2,3,4}Faculty of Economics & Business, Indonesian Muslim University, Makassar

Abstract

The research objectives 1) To analyze the direct effect of transactional leadership, organizational culture, work commitment, compensation on job satisfaction, 2) To analyze the direct effect of transactional leadership, organizational culture, work commitment, compensation on employee performance 3) The indirect effect of transactional leadership, organizational culture, work commitment, compensation for employee performance through job satisfaction. This study uses a quantitative approach by using primary data through a questionnaire of 194 respondents. The study was conducted from June to April 2022. The data were analyzed using the Structural Equation Modeling (SEM) method using the SPSS V. 25 and Amos v 25 programs. The results of this study indicate that: (1) Transactional leadership has a positive and significant effect on job satisfaction, (2) organizational culture has a positive and significant effect on job satisfaction, (3) commitment has a positive and significant effect on job satisfaction (4) compensation has a positive and significant effect on job satisfaction. (5) job satisfaction, has a positive and significant effect on employee performance. (6) Transactional leadership has a positive and insignificant effect on employee performance, (7) organizational culture has a positive and significant effect on employee performance, (8) commitment has a positive and significant effect on employee performance (9) compensation has a positive and significant effect on employee performance.

Keywords: Transactional Leadership, Organizational Culture, Work Commitment, Compensation, Job Satisfaction, Employee Performance

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I. Introduction

Facing the challenges and increasingly fierce work competition, the existence of human resources is important and necessary to be managed and utilized in achieving organizational goals. The important momentum of implementing human resource management is to make every employee in an organization able to carry out the vision, mission, main tasks and functions as well as the values adopted by an organization to progress and develop. On this basis, the application of human resource management becomes urgent and relevant to be considered and developed in order to realize the goals of the organization. This is important and necessary for the South Sulawesi Provincial Education Office to implement human resource management as an important momentum in managing and utilizing employees as human resources. Employees of the Education Office of South Sulawesi Province view the importance of implementing human resource management to realize this vision, of course, it is easy to actualize if the implementation of human resource management is implemented properly, so that this vision can be actualized in the mission carried out.

Amendments to the regulation of the Governor of South Sulawesi Number 70 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the South Sulawesi Provincial Education Office. school age children. Meanwhile, the mission is to increase the expansion and equity of all fours to obtain education. This vision and mission is in line with the implementation of the main duties and functions of the South Sulawesi Provincial Education Office employees:

1. Formulating policies and technical plans in accordance with the scope of educational tasks
2. Implementing policies in the field of education
3. Carrying out evaluation and reporting of the education
4. Implementing administration in the field of education

On the basis of this main task and function, it is hoped that every employee will be able to apply the values of the South Sulawesi Provincial Education Office, namely: 1) think strategically to achieve goals, which means always try to make the best choices to achieve goals; 2) apply the mandate in developing tasks, which means always being professional in developing abilities continuously in the field of duty and being responsible for using effective and efficient resources; 3) innovative, continue to be creative in developing the best ways to achieve goals; 4) cooperate and communicative, communicate to understand the needs of stakeholders and cooperate both internally and externally in achieving goals; 5) science base, understanding that the South Sulawesi Provincial Education Office is risk management, therefore it always considers technology and science aspects in making policy decisions; and 6) dedicated in service, has a high commitment in providing the best possible service to the community. To realize the vision, mission, main tasks and functions and values of the South Sulawesi Provincial Education Office is not easy, because it must be carried out by employees who have performance. The fact that is seen as a factual phenomenon shows that the achievement of employee performance in the last five years has not been realized in accordance with the expected target. According to Stuggard (2011:122) increased performance affects the realization of the achievement of targets in accordance with the vision, mission and goals of the organization¹.

The fact that has become a phenomenon is that in the last five years, based on information reports from the human resource development section, it shows that employees of the South Sulawesi Provincial Education Office as State Civil Apparatuses (ASN) have realized performance achievements based on an assessment of quantity, quality, time efficiency and effectiveness of the use of the budget on all matters. The realization of policy activities, programs and activities that have been implemented so far has not been in accordance with the target, there is even a trend in the five years that the percentage has decreased. The reality seen today shows that the performance of the employees of the South Sulawesi Provincial Education Office did not reach the expected target, because many employees complained about the perceived low level of job satisfaction, where employees as state civil servants often complained and showed a sense of disappointment in carrying out their activities. his daily life. This is also influenced by the problem of superior leadership styles that do not match the wishes of subordinates, the implementation of organizational culture that is currently being carried out is not well institutionalized and among fellow employees there are still many who do not have a firm work commitment in dealing with the dynamics of daily work. So the influence of leadership style, organizational culture, work commitment is a variable that often affects the low job satisfaction of employees to continue to improve their performance.

II. Research Methods

Based on the research objectives to be achieved, this research is included in the category of *explanatory research*. This research will be conducted on regional work units (SKPD) in Makassar, South Sulawesi. The field research time was carried out for 3 (three) months, which was divided into the first 1 month used for observation and the remaining 2 (two) months used for data collection and analysis. The population in this study were all employees of the Regional Apparatus Work Unit (SKPD) in the city of Makassar, South Sulawesi province who had the authority in the process of improving the performance of local government financial managers related to the internal control system, competence, internal control and accountability to the Regional Government in Makassar City, totaling 242 people. To analyze the influence of the internal control system, apparatus competence, internal control, accountability and performance of financial managers in local government in Makassar City, it was carried out using SEM (*Structural Equation Model*) using the Amos Version 25 program. Before the data is analyzed, the results of distributing questionnaires that have been compiled in the form of data tabulations, then the data that has been compiled are tested for validity, reliability, data normality and classical assumption requirements tests, to ensure the quality of the data when used in research. The type of data in this study consisted of primary and secondary data. Primary data are data obtained from observations, questionnaires and interviews. Secondary data is data obtained at the South Sulawesi Provincial Education Office. Sources of data obtained from parties related to this research. The party in question is the head of the South Sulawesi Provincial Education Office. in obtaining various information that supports the completeness of the data. Data collection techniques (instruments) used were observation, questionnaires, interviews and documentation. Observation is a research activity by doing direct observation in the field according to the object being observed related to the identity data of the employees of the South Sulawesi Provincial Education Office as respondents.

Data Analysis Techniques Data

analysis techniques used in explaining the phenomena in this study are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis.

1. Descriptive Analysis Descriptive

statistical analysis is used to analyze data by describing or describing the data collected as they are without intending to make conclusions that apply to the public (Ancok and Singarimbun, 2005:85). Descriptive statistical analysis was used to explain the characteristics of the respondents including gender, last education, age, and years of service. In addition, descriptive statistical analysis is also used to explain respondents' responses to research variables including the effect of transactional leadership, organizational culture, commitment and compensation on job satisfaction and performance. Calculations in the descriptive statistical analysis were carried out with the help of a computer using the AMOS 5.0 and SPSS version 17.0 program packages.

2. Inferential

Analysis Inferential analysis used is Structural Equation Model (SEM) analysis is a statistical analysis technique that combines several aspects of path analysis and confirmatory factor analysis to estimate several equations simultaneously. Structural Equation Modeling is the second generation of multivariate analysis technique that allows researchers to examine the relationship between complex variables, both recursive and non-recursive to obtain a comprehensive picture of the entire model (Ghozali, 2005).

3. Data

Validity Validity is a measure that shows the level of validity or validity of an instrument. An instrument is said to be valid if it can reveal data from the variables studied appropriately. The high and low validity of the instrument shows the extent to which the data collected does not save the intended validity picture (Ancok and Singarimbun, 2005). Validity testing is a research conducted to determine whether an indicator, valid or not, can be seen from the results of the t-test, namely if the t-count value is greater than 1.96 (t-count > 1.96) it means that the measured indicator is declared valid. Reliable means trustworthy or reliable. The expression which states that the instrument must actually mean that the instrument is good enough, so as to be able to reveal reliable data. Reliability is measuring the results of a reliable measurement, the measurement results can be trusted if in several times the measurement of the same group or subject obtains relatively the same results, as long as the aspects in the group or subject that have not been measured have not changed (Ancok and Singarimbun, 2005). Testing reliability in this study by looking at the value of Cronbach's alpha, if Cronbach's alpha () is more than 0.60 then the research data is considered good and reliable enough to be used as input in the process of writing data to test research hypotheses (Hair, 2008).

III. Results

Based on the method of determining the value in the model, the first model test is grouped into exogenous variables (exogenous variables). Exogenous variables are variables whose values are determined outside the model, while endogenous variables are variables whose values are determined by equations or from the relationship model formed. Included in the group of exogenous variables are Transactional Leadership (X1) Organizational Culture (X2), Commitment (X3) and Compensation (X4) while those belonging to endogenous variables are Employee Job Satisfaction and Employee Performance

Hypothesis Testing

Based on the empirical model conducted in this study This test can be done on the proposed hypothesis through Structural Equation Modeling (SEM) testing. Hypothesis testing by looking at the value, if the p-value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table:

Table 13. Total Effect, Direct Effect and Indirect Effect Between Variables

No	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Information
	Exogenous	Intervening	Endogenous					
Direct Influence								
H-1	Leadership (X1)	Job Satisfaction (Y1)	-	0.000	0.886	-	0.886	Significant
H-2	Organizational Culture (X2)	Job Satisfaction (Y1)	-	0.024	0.314	-	0.314	Significant

H-3	Commitment (X3)	Job Satisfaction (Y1)	-	0.042	0.237	-	0.237	Significant
H-4	Compensation (X4)	Satisfaction (Y1)	-	0.049	0.430	-	0.430	Significant
H-5	Satisfaction (Y1)	-	Performance Employee	0.000	0.458	-	0.458	Significant
H-6	Leadership Transactional (X1)	-	Employee Performance (Y2)	0.643	0.071	-	0.071	Not Significant
H-7	Organizational Culture (X2)	-	Employee Performance (Y2)	0.002	0.556	-	0.556	Significant
H-8	Commitment (X3)	-	Performance Employee	0.033	0.467	-	0.467	Significant

No	Variable			P- Value	Direct Effect	Indirect Effect	Total Effect	Description
	Exogenous	Intervening	Endogenous					
Indirect Effects Between Variables								
H-10	Transactional Leadership (X1)	Job Satisfaction (Y1)	Employee Performance (Y2)	0.000	0.886	3,500	3.571	Significant
H-11	Organizational Culture (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)	0.000	0.314	4,602	5.158	Significant
H-12	Commitment (X3)	Job Satisfaction (Y1)	Employee Performance (Y2)	0.000	0.237	3.987	4.454	Significant
H-13	Compensation (X4)	Job Satisfaction (Y1)	Employee Performance (Y2)	0.012	0.430	2.255	2.830	Significant

From all the hypothesized 10 direct path models there are two direct paths that are not significant. The interpretation of Table 13 can be explained as follows:

1. Transactional leadership has a positive and significant influence on employee job satisfaction with p-value = 0.000 < 0.05 with a direct effect value of 0.886, this value indicates that an increase in the transactional leadership variable will be followed by an increase in satisfaction. Employee work, thus the first hypothesis is accepted.
2. Organizational culture has a positive and significant influence on employee job satisfaction with p-value = 0.024 < 0.05 with a direct effect value of 0.314, this value indicates that an increase in organizational culture variables will be followed by an increase in employee job satisfaction, thus the second hypothesis is accepted.
3. Organizational commitment has a positive and significant effect on employee job satisfaction with p-value = 0.043 < 0.05 with a direct effect value of 0.237, this value indicates that an increase in the organizational commitment variable will be followed by an increase in employee job satisfaction, thus the third hypothesis is accepted.

4. Compensation has a positive and significant effect on employee job satisfaction with $p\text{-value} = 0.049 < 0.05$ with a direct effect value of 0.430, this value indicates that an increase in the compensation variable will be followed by an increase in employee job satisfaction, thus the fourth hypothesis is accepted.
5. Job satisfaction has a positive and significant effect on employee performance with $p\text{-value} = 0.000 < 0.05$ with a direct effect value of 0.458, this value indicates that an increase in compensation variables will be followed by an increase in employee job satisfaction, thus the fifth hypothesis is accepted.
6. Transactional leadership has an influence positive and not significant on employee performance with $p\text{-value} = 0.643 > 0.05$ with a direct effect value of 0.071, this value indicates that the increase in the transactional leadership variable has not maximally affected employee performance, thus hypothesis six is accepted.
7. People's culture has a positive and significant influence on employee performance with $p\text{-value} = 0.002 < 0.05$ with a direct effect value of 0.556, this value indicates that an increase in organizational culture variables will be followed by an increase in employee performance, thus the seventh hypothesis is accepted.
8. Organizational commitment has a positive and significant effect on employee performance with $p\text{-value} = 0.043 < 0.05$ with a direct effect value of 0.237, this value indicates that an increase in the organizational commitment variable will be followed by an increase in employee performance, thus the eighth hypothesis is accepted.
9. Compensation has a positive and significant effect on employee performance with $p\text{-value} = 0.049 < 0.05$ with a direct effect value of 0.430, this value indicates that an increase in the compensation variable will be followed by an increase in employee performance, thus the ninth hypothesis is accepted.
10. Transactional leadership has a positive and significant influence on employee performance through job satisfaction with $p\text{-value} = 0.000 < 0.05$ with an indirect effect value of 3.500, this value indicates that an increase in the transactional leadership variable will be followed by an increase in employee performance through job satisfaction, thus the tenth hypothesis received.
11. Organizational culture has a positive and significant influence on employee performance through job satisfaction with $p\text{-value} = 0.000 < 0.05$ with an indirect effect value of 4.602, this value indicates that an increase in organizational culture variables will be followed by an increase in employee performance through job satisfaction, thus the eleventh hypothesis is accepted.
12. Organizational commitment has a positive and significant effect on employee performance through job satisfaction with $p\text{-value} = 0.043 < 0.05$ with an indirect effect value of 3.987, this value indicates that an increase in the organizational commitment variable will be followed by an increase in employee performance through satisfaction 2.255.
13. , this value indicates that an increase in the compensation variable will be followed by improving employee performance through job satisfaction, thus the thirteenth hypothesis is accepted.

Discussion of Research Results The

Effect of Transactional Leadership on Employee Job Satisfaction

Based on the research results, it shows that transactional leadership has a positive and significant effect on employee job satisfaction at the Education Office of South Sulawesi Province. This implies that the indicators of transactional leadership variables, namely Contingent reward, Active management by exception, Passive management by exception, Laissez-faire, have been implemented well so as to increase employee job satisfaction at the South Sulawesi Provincial Education Office. The meaning is that the better the transactional leadership, the better the job satisfaction of employees.

The Influence of Organizational Culture on Employee Job Satisfaction

Based on the results of the study, it shows that organizational culture has a positive and significant effect on employee job satisfaction at the South Sulawesi Provincial Education Office. This shows that the existence of an organizational culture consisting of integrity, identity, responsibility, discipline and results orientation. Based on respondents' responses that the indicator that contributes the highest to organizational culture is Team Orientation, namely: Where work activities are organized around teams not only on individuals to support cooperation and serve as guidelines for employees to carry out their activities with a value of 3.79% categorized as good. But the lowest indicator is Personality. Is an identity that is shown by each member of the organization both internally and externally with a value of 3.57%.

Effect of Commitment to Job Satisfaction

Based on the results of the study show that commitment has a positive and significant effect on employee job satisfaction at the South Sulawesi Provincial Education Office. This implies that the indicators of the commitment variable consist of affective, normative commitment, continuation commitment, perspective commitment. In other words, the employee's work commitment is good enough. The indicator of affective commitment is a commitment to advancing the organization, namely the support of organizational reliability,

namely the extent to which individuals feel that the organization where they work can be relied upon in paying attention to the interests of its members. If the organization can be relied on and trusted to pay attention to the welfare of its members, then they will feel more responsible for the organization. Organizational situation feeling important by the organization, namely the extent to which individuals feel important or needed in carrying out the mission of the organization. If the organization can provide a sense of security and a pleasant situation, then they will have a greater commitment to the organization. Generally, respondents gave a fairly agreeable perception of this 3.48%.

The Effect of Compensation on Job Satisfaction

Based on the results of the study, it shows that compensation has a positive and significant effect on job satisfaction. This means that the provision of compensation in the form of salaries, incentives, allowances and facilities received by employees is in accordance with expectations. The relationship of compensation to job satisfaction with the provision of compensation at work can make people more enthusiastic and skilled in handling their duties. If an employee gets appropriate compensation for what has been done at the company, then of course an employee will also get good job satisfaction. The results of this study are in accordance with Mathis & Jackson's Theory. Rewards can be in the form of intrinsic and extrinsic rewards. Intrinsic rewards often include praise for completing a project or meeting a performance goal. Other psychological and social influences reflect the type of intrinsic reward. Extrinsic rewards are tangible rewards in the form of monetary and non-monetary rewards. Direct compensation is usually in the form of basic salary and variable income, incentives, allowances, facilities.

The Effect of Employee Job Satisfaction on Employee Performance

Based on the results of the study, it shows that employee job satisfaction has a positive and significant effect on employee performance at the South Sulawesi Provincial Education Office. This Hjal shows that job satisfaction which consists of interesting work, work challenges, achievements and awards gives the maximum contribution to job satisfaction, employees work well and understand and understand each other's work so that they can work well and feel satisfied with their work so that it has an impact. on employee performance. The first indicator of job satisfaction is interesting work based on respondents' answers with an average value of 3.58%. Emphasis on employee contribution is important and shows that interesting work is essential to the whole process that will affect the success of achieving goals.

The effect of transactional leadership on employee performance

Based on the analysis results show that transactional leadership has a positive and insignificant effect on employee performance at the South Sulawesi Provincial Education Office. This indicates that transactional leadership has not maximally affected employee performance. This can be seen from the regression coefficient value of 7.1%. The better transactional leadership that is applied, it will have an impact on improving employee performance. Based on interviews conducted, the Education Office of South Sulawesi Province stated that employees are able to work independently in doing their jobs. This is due to a clear work schedule and SOP (Standard Operational Procedure) regarding what things must be done every day. Based on the results of interviews that have been conducted, it can be seen that employee performance is largely determined by the existing and clear work schedule and SOP (Standard Operational Procedure) and the type of work carried out by employees is constant (the same every day), so this is the reason why the leadership style transactional does not have a significant effect on employee performance at the South Sulawesi Provincial Education Office.

The Influence of Organizational Culture on Employee Performance

Based on the results of the study, it shows that organizational culture has a positive and significant effect on employee performance at the South Sulawesi Provincial Education Office. If the implementation of organizational culture increases, it will be followed by an increase in employee performance. It can be seen that the direct effect value is 0.556 or 55.6%. This means that the application of organizational culture at the Education Office of South Sulawesi Province contributes 55.6% to employee performance.

The effect of commitment on employee performance

Based on the results of the study indicate that commitment has a positive and significant effect on employee performance. This implies that the indicators of the commitment variable are: Affective commitment, Continuance commitment, Perspective commitment. Of these four indicators, after processing based on respondents' responses to obtain an average picture of respondents' answers, a confirmatory factor analysis (CFA) test was carried out again to obtain the highest indicator contribution value to the commitment variable, and the results obtained that dominantly contributed to commitment, namely Continuance commitment with a

value of 86.3%. Employees in general understand and understand that continuous commitment is profitable for themselves so that they work to advance the organization.

Effect of Compensation on Employee Performance

Based on the results of the study found that compensation has a positive and significant effect on employee performance. This means that if the compensation increases it will be followed by an increase in employee performance. The relationship between employee competence and performance is very close and very important, the relevance is there and strong accurate, even employees if they want to improve their performance should have competencies that are in accordance with their job duties. Competence can cause or be used to predict a person's performance, meaning that if you have high competence, you will have high performance as well.

The effect of transactional leadership on employee performance through job satisfaction.

Based on the results of this study indicate that the direct effect of transactional leadership on job satisfaction has a direct effect value of 0.886, to test the indirect effect of transactional leadership on employee performance (Y2) through employee job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 3,500 with a significance level of 0.000. This means that transactional leadership has a positive and significant effect on employee performance (Y2) through job satisfaction. This shows that transactional leadership is able to improve employee performance through employee job satisfaction, with a total effect value of 4,386 (0.886 + 3,500). (indirect effect) is significant.

The influence of organizational culture on employee performance through job satisfaction.

Based on the results of this study, it shows that the direct effect of organizational culture on job satisfaction has a direct effect value of 0.314, to test the indirect effect of organizational culture on employee performance (Y2) through employee job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 4,602 with a significance level of 0.000. This means that organizational culture has a positive and significant effect on employee performance (Y2) through job satisfaction. This shows that the employee job satisfaction variable is able to increase the value of organizational culture on employee performance (Y2) with a total effect value of 4.602 (0.314 + 4.602). (indirect effect) is significant.

The effect of commitment on employee performance through job satisfaction

Based on the results of this study indicate that the direct effect of work commitment on job satisfaction has a direct effect value of 0.237, to test the indirect effect of work commitment on employee performance (Y2) through job satisfaction using the Sobel Test Calculator test. for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 3.987 with a significance level of 0.000. This means that work commitment has a positive and significant effect on employee performance (Y2) through job satisfaction.

Effect of compensation on employee performance through job satisfaction

Based on the results of this study indicate that the direct effect of compensation on job satisfaction has a direct effect value of 0.575, to test the indirect effect of compensation on employee performance (Y2) through job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 2.255 with a significance level of 0.012. This means that compensation has a positive and significant effect on employee performance (Y2) through job satisfaction. This shows that the job satisfaction variable is able to increase the value of work compensation on employee performance (Y2) with a total effect value of 2.830 (0.575 + 2.255). (indirect effect) is significant. The results of the study indicate that the compensation received by employees is very supportive of daily activities at the South Sulawesi Provincial Education Office. That this condition is caused because compensation is able to provide a direct or indirect relationship to performance through job satisfaction at the South Sulawesi Provincial Education Office.

Research Findings.

Based on interviews conducted with the Head of the Education Office of South Sulawesi Province, it was stated that employees are able to work independently in doing their jobs. This is due to the clear work schedule and SOP (Standard Operational Procedure) regarding what things must be done every day. Based on the results of interviews that have been carried out, it can be seen that employee performance is largely determined by the existing and clear work schedule and SOP (Standard Operational Procedure) and the type of work carried out by employees is constant (the same every day), so this is the reason why transactional

leadership does not have a significant effect on employee performance at the South Sulawesi Provincial Education Office.

IV. Research Findings.

Based on interviews conducted with the Head of the Education Office of South Sulawesi Province, it was stated that employees are able to work independently in doing their jobs. This is due to the clear work schedule and SOP (Standard Operational Procedure) regarding what things must be done every day. Based on the results of interviews that have been carried out, it can be seen that employee performance is largely determined by the existing and clear work schedule and SOP (Standard Operational Procedure) and the type of work carried out by employees is constant (the same every day), so this is the reason why transactional leadership does not have a significant effect on employee performance at the South Sulawesi Provincial Education Office.

V. Conclusion

1. Transactional leadership has a positive and significant effect on job satisfaction. This means that the better transactional leadership at the South Sulawesi Provincial Education Office, will be followed by an increase in job satisfaction.
2. Organizational culture has a positive and significant effect on job satisfaction. This means that if the organizational culture at the South Sulawesi Provincial Education Office increases, the higher job satisfaction at the South Sulawesi Provincial Education Office.
3. Organizational commitment has a positive and significant effect on job satisfaction and lecturer job satisfaction. This means that the higher work motivation at the South Sulawesi Provincial Education Office, it will be followed by an increase in job satisfaction.
4. Compensation has a positive and significant effect on job satisfaction. This means that if the compensation increases, it will be followed by an increase in job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance. This means that if job satisfaction increases, it will be followed by an increase in employee performance.
6. Transactional leadership has a positive and insignificant effect on employee performance. This means that the better transactional leadership at the South Sulawesi Provincial Education Office, there is no significant increase in employee performance.
7. Organizational culture has a positive and significant effect on employee performance, meaning that if the organizational culture increases, it will be followed by an increase in employee work.
8. Organizational commitment has a positive and significant effect on employee performance. This means that if organizational commitment increases it will be followed by an increase in employee work.
9. Compensation has a positive and significant effect on employee performance. This means that if the compensation increases, it will be followed by an increase in employee performance.

VI. Suggestions

1. Transformational leadership provides a relatively large and significant contribution to increasing employee job satisfaction. So that in the future organizational development programs should be more directed at increasing the capacity of transformational leadership in all fields to increase employee job satisfaction. Employee job satisfaction has a significant influence on employee performance, so the implementation needs to be improved.
2. Job satisfaction provides a significant contribution to employee performance at the South Sulawesi Provincial Education Office. Organizations can make organizational programs and policies that can increase employee job satisfaction.
3. Compensation that needs attention is that every activity carried out must be given on time, because this can affect employee performance. Job satisfaction and employee performance will be able to create better organizational performance.

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