



**Research Article**

**DETERMINATION OF LEADERSHIP TRANSFORMATION, COMPENSATION, AND COMMUNICATION ON THE PERFORMANCE OF EMPLOYEES INTEGRATED SERVICES THROUGH JOB SATISFACTION IN THE DEPARTMENT OF INVESTMENT CITY BATAM, INDONESIA**

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**ABSTRACT**

Department of Investment Services One Stop (PTSP) frequent delays in the administration of the file, so it is often the accumulation and delayed Completion file permissions. The research method used is descriptive quantitative as determined. The number of population in this analysis are employees who work at the Department of Investment and One-Stop Service to none in Batam City as many as 239 employees. Based on the results of the sample calculation 149.60 express the result of the which is rounded to 150. Furthermore, the sample used in the study was 150 respondents. The Data using SEM (Structural Equation Modeling) method. The value for the variable Correlation Square Multiple Whose value is respectively for Performance  $R^2 = 0.919$ . Tus it can be stated that the change in the determination of civitas is influenced by Transformational Leadership, Competence, Communication, Job Satisfaction and Performance by 67%. Overall, the analysis of data can be concluded all indicators for Transformational Leadership, Competence, Communication, Job Satisfaction and Performance are Valid or significant. In the direct determination, there is four much determination, and two were not significant, the indirect resolution is not substantial 1 and two significant, proved to be no problem on the object of the study.

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**INTRODUCTION**

**Preliminary**

**Background Research**

Today's business environment that is growing and developing very dynamically, it requires a management system which deterministic means can quickly change or adapt and be able to accommodate any changes in both the medium and have been going fast, precise and efficient as well as cost. Thus, the organization is no longer seen as a closed system (closed-system), but the team is an open system (opened-system) must be able to respond and accommodate a variety of external changes quickly and efficiently, Investment (FDI) is vital for the growth and acceleration of economic development in a country. Capital can be used as a means to restore the economy, create jobs, and reduce poverty. Similarly, in Indonesia after the 1999 decentralization policy, many local governments to experiment and innovate by developing various licensing services and investment patterns. However, there are many obstacles to be able to explore the capital of the investors (investors).

Department of Investment and Integrated Services One Stop Batam is one of the regional organization (WTO) Batam City also contributed in driving the growth of the economy and especially the construction in Batam and Riau Islands.

In carrying out the work, the employee cannot be separated from communication with co-workers, superiors and with the excellent subordinate. Komunikasi can be an appropriate means to improve communication employees through satisfaction, employees can ask for directions to the supervisor regarding the implementation of the work. Communication through the employee also can cooperate with each other. The interface is a transfer of meaning and understanding of the meaning to others in the form of a symbol of symbols, symbols, or specific languages so that people who received the information to understand the purpose of such information. During this time many government agencies that do not have employees with sufficient competence, this is evidenced by the low performance of employees and the difficulty of measuring the performance of employees in the scope of government agencies. In the interaction between employee organizations, employees contribute to the structure of the ability, expertise, and skills possessed. Referring to the above description of the background, researchers interested in researching and compiling the thesis entitled "Determination of Transforming Leadership, Compensation, and

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Communication on Employee Performance Through Integrated Services One-Stop Job Satisfaction In Investment Department Batam, Indonesia. "

### **Research purposes**

1. Determiner of Transformational Leadership on the Performance of Investment Service employee One Stop Batam.
2. Employee competence determiner of the staff at the Department of Investment Performance One Stop Batam.
3. Employee Communication Service employee determiner to Performance Investment One Stop Batam.
4. Determiner employee competence on Job Satisfaction Service employee Investment One Stop Batam.
5. Determiner Transformational Leadership Style on Job Satisfaction Service employee Investment One Stop Batam.
6. Determiner employee communications on Job Satisfaction Waiter Service employee Investment One Stop Batam.
7. Determiner performance on Job Satisfaction Service employee Investment One Stop Batam.
8. Determiner of Transformational Leadership on Job Satisfaction through Service employee Investment Performance One Stop Batam.
9. Determiner employee competence on Job Satisfaction through Employee Performance Investment Department One Stop Batam.
10. Determiner employee communications on Job Satisfaction through Service employee Investment Performance One Stop Batam.

### **Theoretical Basis**

#### **Transformational Leadership**

Leadership is synonymous with the influence of a figure capable of moving mass or group of people to do something. The direction is the core of the organization and management. Leadership is the core of the team and management. The administration has the role of determining the failure and success of the group in achieving the objectives that have been defined, (Ali, 2012: 66). An organization will succeed or fail even primarily determined by the leadership own. That means the leader is responsible for the failure of a job, an expression that places the leader position in an organization at the most crucial position. The leadership style each person is different according to the experience of the activities already done, family background, a neighborhood where he lived, and so on. Leadership process also involves the desire and intention, active engagement between leaders and followers to achieve the desired goals together. Thus, whether leaders or followers take personal responsibility to make this common goal, (Wutun, 2012: 4).

#### **Competence**

According to the Authority (2012: 73), understanding Competence is the ability to perform work or tasks based on skill and knowledge and is supported by the work attitude set by the job. Competence showed knowledge, skills and specific manner characteristic of a profession in a particular power, which is characteristic of a professional. Kompetensi comes from the word competence, which means the ability, authority, and prowess. Regarding etymology, capability implies

regarding excellence, the expertise of the person's behavior where the employee or leader who has knowledge, attitudes, and skills that back. Characteristics of competence is something that becomes part of the personal character and become part of a person's behavior in a job assignment (Mangkunagara, 2009: 44). Kurniadi (2013)

1. Physical ability: the ability to move according to the condition of stamina, strength and biological characteristics,
2. Intellectual capacity is the ability in activities associated with mental activity.

#### **Communication**

There are several definitions suggested by experts to provide restrictions on what is meant by the interface as shown below. According to Hemstreet and Baty cited by Aswandi (2013; 26) argues that: "Communication is a process of exchanging information between individuals through a system of ordinary (common) both with symbols, signals and behavior or actions." According to Davis cited by Mangkunagara (2009: 145) "Communication is the transfer of information and understanding from one person to another person." (Communication is the transfer and understanding from one person to another). From these statements, it can be concluded that communication is the process of exchanging information between individuals or displacement and knowledge through symbols as well as the attitudes and actions. Some of the techniques of disclosure should be informative, persuasive, coercive. Obstacles in communication usually in the face is a personal obstacle where their barriers caused by emotions, the senses are impaired or values and culture. The forms of internal communications by Effendy (in Mulyana 2012; 123-125) in the light of the organizational structure in management psychology.

##### 1. Vertical Communications (Vertical Communication)

Communications from the bottom up and vice versa in the chain of command of the organization, contact vertically divided into two kinds:

- a. Communication Move Down (Down Ward Communication), communication flows from the upper level to the lower level in an organization and the policy covers leadership, instruction, and an official memo.
  - b. Communication Move Up (Up Ward Communication), flows from the bottom level to the top level in an organization and covers a suggestion box, a group meeting, and the grievance procedure.
- ##### 2. Communications Horizontal (Horizontal Communication)

Communication was flowing across a variety of functions in this communication organization. Bentuk needed to coordinate and integrate the various services of the team.

##### 3. Diagonal Communications (Cross communication)

Crossbones communication across functions and levels within the organization as well as relevant in a situation where members cannot communicate through the channel up, down or horizontal.

### Job Satisfaction

Work is an interaction between the individual and the work environment, where each has own requirements. Work environment requires specific tasks to be performed individually, while individuals bring skills to perform tasks in the job. To support the performance of the work, individuals have a need that comes from within himself as an individual and also needs work influenced by environmental factors. Basically the job satisfaction is an individual reaction in terms of affection towards labor and the environment in which it works (Davis and Newstrom, 2010: 263) Job satisfaction is a set of emotions of workers, whether pleasant or not, which is the result of the views of workers on the job and the work environment (Davis and Newstrom 2010: 263). Human life has a fundamental need that could not be removed because of the requirements of the underlying behavior. If someone in work feels their needs are met, then it will lead to job satisfaction in themselves. So based on the above definitions can be concluded that job satisfaction is one's attitude towards his work arising from the work environment based on the perception of the job and aspects involved in such work.

### Performance

Performance part of labor productivity, the productivity comes from the word "productive" means something that contains the potential to be explored so that productivity can be said something structured activities process to explore the potential that exists in a commodity or object. Philosophy productivity can implies the desire and efforts of every human being (individual or group) to always improve the quality of life and livelihood. Mangkunagara, (2009: 67). Kinerja is the result of the quality and quantity of work accomplished by an employee in performing their duties by the responsibilities given to him ". Performance is the result of work of an employee in carrying out the tasks assigned to them. Understanding the performance of employees, according to some experts have the same meaning, but other experts say different. Armstrong and Baron in Authority (2010: 2) stated that: "The performance (performance) is about doing the work and results of the work. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and contributes to the economy ". Of the various terms of performance above it can be concluded that the performance is the result of work achieved in executing the tasks assigned to them based on skills, experience, and determination as well as the right time. Wujud performance can be seen from the level of performance in the form of work, ability, and acceptance of clarity delegation of tasks and interests of the workers.

1. Cooperation. Assessment of the willingness of employees to participate and collaborate with employees vertically and horizontally on the inside and outside of work so that the results of its work, the better.
2. Responsibilities and skills. Assessment of the willingness of employees to take responsibility for wisdom, work and the results of its work, which he used facilities and infrastructure, as well as his behavior.
3. Discipline. Assessment of employee discipline in complying with existing regulations and perform the work by the instructions given to him.
4. Attitude. Assessment of the employees of the position of behavior, politeness, jovial preferred, giving the

impression of fun, watching a right approach, and look sympathetic and reasonable.

5. Creativity. Assessment of the ability of employees to develop their creativity to complete a job, so it works more efficient and effective.

### Framework

Based on the description that has been presented previously and literature review, the variables involved in this study can be formulated through a frame as follows:



Figure 1

### Hypothesis

1. Determiner of Transformational Leadership on the Performance of Investment Service employee One Stop Batam.
2. Employee competence determiner of the staff at the Department of Investment Performance One Stop Batam.
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### Research Methods

The method used is the descriptive method with the type of research used by research goal is associative, i.e., the study that examines the effect of the relationship between a variable or two or more variables. According to Umar (2009: 22) descriptive method of research that explains or gives exposure to the studied variables and variable dependence on sub-variables.

### Independent Variables

- a. Transformational.Pemimpin leadership that focuses on achieving change in the values of trust, attitudes, behavioral, emotional, and wholeness subordinate to the changes for the better in the future Wutun Burns (2012:

47). Indicators include tolerance, justice, empowerment, democratic.

- b. Competence. The ability to execute a job or task based on the skill and knowledge and is supported by the work attitude set by pekerjaanWibowo (2012: 73). Indicators include beliefs and values, skills experience, personality characteristics, motivation.
- c. Communication. The process of exchanging information between individuals through a conventional system (standard) both with symbols, signals and behavior or actions. (Himstreet and Baty cited by Aswandi (2013; 26) Indicators include communications vertical, horizontal and diagonal.

**Dependent Variables**

- a. Job satisfaction, Individual reactions concerning affection towards work and the environment in which it works (Davis &Newstrom. 2010: 105). Indicators include physiological needs, safety needs, the need for a sense of belonging, the need for price dir, the need for self-actualization.
- b. Performance, The work achieved in executing the tasks given to him, which is based on skills, experience and toughness as well as time Hasibuan (2007; 94) indicators include work, behavior, competence, potential.

**Population and Sample**

Population according to Sugiyono (2014: 53) is a generalization region consisting of objects or subjects that have certain qualities and characteristics that are applied by researchers to learn and then drawn conclusions. Samples according to Sugiyono (2014: 53) is part of the number and characteristics possessed by this population. Researchers took a sampling technique focuses on purposive sampling technique. According to Sugiyono (2012: 68), Purposive sampling is a sampling technique with a certain consideration. According to Riduwan and Akron (2009: 249) how to calculate the sample is as follows:

$$n = \left( \frac{N}{1 + N.d^2} \right)$$

Information:

- n = number of samples
- d = Limit error digunakan 5%
- N = sample size

Total population in this study is the employee who works in the Department of Investment and Integrated Services One Stop Batam as many as 239 employees.

$$n = \left( \frac{N}{1 + N.d^2} \right) = \left( \frac{239}{1 + 239.0,05^2} \right) = 149.60 \approx 150$$

Based on the calculation results of the samples were at 149.60 which is rounded to 150. Thus, the samples used in the study of 150 respondents.

**Data Analysis**

Implementation of nature, this study uses the type or shape tools descriptive research conducted through the collection of field data. Descriptive research is the kind of research that describes what was done by the Department of Investment and Integrated Services One Stop based on the facts that there are to be further processed data. The data is then analyzed to derive a conclusion. Descriptive research is used to describe how each variable of the study. Qualitative methods, i.e., data processing methods that describe influences and relations expressed by the sentence. Qualitative analysis is used to look at the causes. The steps performed in Quantitative research is as follows:

An Each indicator assessed by the respondents, classified in five alternative answers using the ordinal scale which describe rank answers.

- a. I calculate the total score of each variable/sub variable = overall score of all indicator variables for all respondents.
- b. Inhitungskor each variable / subvariable = Average ratadaritotalskor.
- c. For describes the respondent's answer, also used descriptive statistics such as frequency distribution and display in the form table or any graph.
- d. Untuk answered a description of each variable of this study, used span the following assessment criteria:

**Table 1**

$$\text{Score Total} = \frac{\text{Actual score}}{\text{Ideal score}} \times 100\%$$

(Sumber: Narimawati, 2010: 75)

Skoractual all respondents answer on been proposed. Ideal score is the score or the highest weight, or all respondents assumed to choose the answer with the highest score. Descriptive analysis is performed referring to each indicator in each of the variables studied regarding the following table:

$$r_{xy} = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2) \times (n \sum y^2 - (\sum y)^2)}}$$

**Table 2** Classification Percentage of Respondents

No.,	%Score	criteria
1	20.00% - 36.00%	SangatBuruk
2	36.01% - 52.00%	Very bad
3	52.01% - 68.00%	Pretty good
4	68.01% - 84.00%	Baik
5	84.01% - 100%	Good

Source: (Narimawati, 2007: 85)

**Path Analysis**

The analysis used by researchers in this study is an analysis by describing the path of the flow diagrams that could make easier to see the relationship - a relationship that will be tested. Data analysis was performed using Structural Equation Model (SEM) and software used for the structural analysis is Amos 22 of Arbuckle and for descriptive using SPSS 22.

There are seven steps involved in the modeling of SEM are:



**Theory-Based Model Development**

Model-based development theory has a firm theoretical basis for the study. Without a substantial theoretical justification, a model has no meaning when analyzed by SEM. SEM is not used to produce a model, but to confirm a model that is supported by the theory based on data empiric. In developing the model, a researcher based on theoretical footing enough to build relations on a phenomenon.

**Selection Matrix Input And Estimation Techniques Top Models in Wake**

Difference SEM with other multivariate techniques is in the input data used in the modeling and estimation. SEM only use variance or covariance matrix or correlation matrix as input data for the overall estimate does. If the purpose of the analysis is testing a model that has gained justification theory, it is appropriate is a variant-covariance matrix data. Researchers can explore the pathways which have a causal influence more dominant than the other lines. The guidelines are used to determine the sample size that will be used for the estimation of the parameters are:

1. The sample size depends on a parameter estimation method used. If the parameter estimation using Maximum Likelihood Estimation (MLE), the recommended sample size is 100-200.
2. The sample size depends on the complexity of the model that will be examined more complex a model requires a sample size increases. In this case, there are guidelines that the sample size is 5-10 times the number of parameters in the model to be estimated.
3. The sample size depends on the distribution data. If the distribution of the data farther than average, then the required sample size the more significant the guidelines of around 15 times the number of parameters to be estimated.

**Full Model SEM**

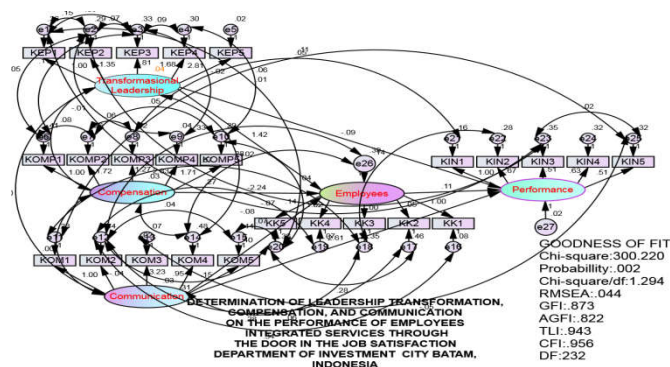


Figure 3 Full Model

**Evaluation Criteria Goodness of Fit**

Table 2

Goodness of Fit Index	Cut of Value	Results Model	Information
Chi-square	expected to be small	300 220	Very good
Chi-square Relative probability	≤ 3:00	1,294	Very good
RMSEA	> 0.05	0,002	Not good
GFI	≤ 0:08	0,044	Very good
AGFI	≥ 0.90	.873	Good
	≥ 0.90	0.822	Good

TLI	≥ 0.95	0.943	Good
CFI	≥ 0.95	0.956	Very good

**Evaluation of Goodness of Fit**

Although the Goodness of Fit test results related to the difference between the sample with a small population and significant is where the Chi-square of 300.220 with a significant probability of 0.002% at  $\Theta = 5\%$ . But the test results RMSA of 0.044 < 0.08 then the results that count on good value and qualify. Kesesuaian related to GFI for the expected 0.873 > 0.90, which means less good. Related Kesesuaian AGFI value of 0.822 which is expected > 0.090 so in categorizing still quite good in because of the figure close/marginal. Then to-suit associated with TLI value of 0.943 that is expected. 0.95 is pretty good / marginal. Furthermore certain value CMIN / DF of 1.295 that is expected of < 2.00 means have been appropriate, for < 2.

**Testing Analysis Model Parameter Measurement with Lamda (λi)**

**And Effect Direct (Direct Connect)**

Table 4 Regression Weight and Direct Effect

variable Dependent	Independent variables	Direct Effect	T.Hitung / CR	P (Sig)	Information
KK	KEP	.417	0685	0493	not Sig
KK	KOMP	(-.569)	(-0.900)	0368	not Sig
KK	KOM	.114	.969	0.333	not Sig
Performance	KEP	(.031)	(-0.477)	0.633	not Sig
Performance	KOM	.931	4,203	***	Sig
Performance	KK	.133	2.011	0,044	Sig

From the table above can be seen that there are two significant variables that communication to the substantial performance and job satisfaction on the production and four variables were not meaningful, it can be seen from the sign or not is with CR > 1.96 and a P value (Probability) < 0.05. Besides, there is a significant direct relationship to the amount of 0.931 through the communication line to the performance and job satisfaction on performance with 0.133.value

**Relationship Analysis Indirect (Indirect Effect)**

Table 5 Indirect Effect (Relationships indirectly)

variable Dependent	Independent variables	indirect Effect	T.Hitung / CR	P (Sig)	Information
Performance	KEP	0.055	(-0.477)	0.633	not Sig
Performance	KOM	(-0.076)	4,203	***	Sig
Performance	KK	0	2.011	0,044	Sig

From the table above it can be seen that there is a significant indirect relationship through communication lines to the performance value (-0.076) where CR > 1.96 and P < 0.05, and through the job satisfaction of its performance with value 0 where CR > 1.96 and P < 0.05.

**Analysis Measurement with Determination**

Table 6 Squared Multiple Correlation

	estimate
KK	.067
Performance	.921

From the table above it can be concluded therefore stated that the change was influenced by transformational leadership performance 92.10%. For Job Satisfaction R2 = 0.067, the amount of determination = 0.67 x 100% = 67%. Thus it can be

stated that the change Determinantivitas influenced by transformational leadership, Competence, Communication, Job Satisfaction and Performance of 6.7%. From the overall analysis above we can conclude all the indicators for Transformational Leadership, Competence, Communication, Job Satisfaction, and Performance is Valid/significant.

## CONCLUSION

1. Transformational leadership as the effect on Job Satisfaction verified.
2. The competences of the effect on job satisfaction is not verified
3. Communication as the effect on Job Satisfaction verified.
4. Transformational Leadership, Competence, and Communication simultaneously as the effect on performance
5. Work satisfaction as a verified effect on performance.
6. Leadership as the effect on performance is not verified, significantly.
7. Communication as verified effects on performance, significant.
8. Transformational Leadership, Communication and Job Satisfaction simultaneously as the effects on the Performance verified.

Based on the data analysis by SEM on many variables: Transformational Leadership, Competence, Communication, Job Satisfaction, and Performance. Job satisfaction has the effect of 0.67 and for Performance = 0.921 Square Multiple Correlation values for the variable Square Multiple Correlation whose value each for Performance  $R^2 = 0.921$ . Determiner of value Square Multiple Correlation to variable performance  $100\% = 0.921 \times 100\% = 92.1\%$ , thus it can be stated that the change was influenced by Job Satisfaction Performance 92.10%. For Job Satisfaction Interests  $R^2 = 0.67$ , then great determination =  $0.67 \times 100\% = 67\%$ . Thus it can be stated that the change determiner influenced by transformational leadership, competence, communication, job satisfaction and performance by 67%.

In conclusion, already submitted the data it can be given suggestions as follows: Kepemimpinan who have authority, democratic and inspiring will have a positive impact on the competence itself or its employees because they have the same confidence and having confidence and ethical responsibility, plus with communication creates no legal limit on the head with his subordinates in because each open and aspirational so that employees get the satisfaction of performance because they get a sense of comfort in work that caused a leader capable democratic or accept the opinion of subordinates or no favoritism between one and the other, responsibility towards its competence because it has a high confidence, and excellent communication as a leader capable of accepting input from subordinates and subordinates can take a job that is given and simultaneously improve its performance because employees are more respected.

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