

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION, AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT SOLUSI MITRA ANUGERAH SIDOARJO

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ABSTRACT

This study examines the relationship between transformational leadership, work motivation, compensation, and employee performance at PT Solusi Mitra Anugerah Sidoarjo. The study employed a quantitative correlational research design involving 45 employees selected using a saturated sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using Spearman Rank Correlation because the data were not normally distributed. The findings indicate that transformational leadership, work motivation, and compensation each have a positive and significant relationship with employee performance. Among the examined variables, transformational leadership demonstrates the strongest relationship with employee performance. Furthermore, the combined explanatory contribution of the three variables is reflected in a Pseudo R-Square (Nagelkerke) value of 0.970, indicating that transformational leadership, work motivation, and compensation account for approximately 97% of the variation in employee performance. The study concludes that strengthening transformational leadership, supported by enhanced employee motivation and fair compensation practices, is essential for improving employee performance in service organizations.

Keywords: *Compensation; Employee Performance; Transformational Leadership; Work Motivation*

INTRODUCTION

Employee performance remains a central concern in human resource management because it directly determines organizational productivity, service quality, and competitive sustainability. In service organizations, performance becomes even more critical because organizational outcomes depend largely on employees' responsiveness, discipline, and ability to deliver consistent service value. Human resource literature generally explains employee performance through organizational mechanisms that shape employee behavior, including leadership practices, motivational conditions, and compensation systems. Transformational leadership promotes performance by inspiring employees toward organizational goals, work motivation drives employees' willingness to exert sustained effort, and compensation influences employees' perceptions of fairness and organizational appreciation, which may subsequently affect work behavior and productivity (Hafidulloh et al., 2021).

These managerial mechanisms are particularly important in labor-intensive service companies such as PT Solusi Mitra Anugerah Sidoarjo, a company engaged in industrial labor services, cleaning services, and operational support activities. Unlike manufacturing firms that rely heavily on technological processes, service companies depend substantially on workforce effectiveness to maintain client satisfaction and operational continuity. Consequently, leadership quality, employee motivation, and compensation policies function not merely as administrative human resource practices but as strategic determinants of organizational performance.

Previous studies have generally acknowledged that transformational leadership contributes to higher employee performance; however, the underlying pathways through which this influence occurs remain debated. Some scholars argue that transformational leadership directly enhances employee productivity by strengthening commitment, clarifying organizational direction, and encouraging discretionary work behavior. Other studies suggest that leadership effectiveness may operate through supporting organizational conditions such as motivation, job satisfaction, or engagement. For example, findings from Hendrayanti and Sari (2024) indicate that leadership and compensation strengthen employee motivation, which subsequently supports performance improvement. This suggests that leadership may not operate as an isolated factor but interacts with broader motivational and organizational processes.

A similar pattern of inconsistency appears in the motivation–performance relationship. Work motivation is frequently conceptualized as the internal psychological force that stimulates persistence, responsibility, and achievement orientation. While several studies report a significant positive effect of motivation on employee performance, evidence also suggests that motivational influence may weaken when other organizational variables are introduced into the analytical model. Research by Mariyatha (2023), for instance, demonstrates that the explanatory role of motivation changes after incorporating job satisfaction, indicating that employee performance may be shaped by multiple interrelated behavioral mechanisms rather than by motivation alone.

The role of compensation also remains theoretically and empirically contested. Compensation is commonly expected to improve performance because fair rewards strengthen employees' sense of recognition and organizational support. Nevertheless, empirical evidence indicates that compensation does not always exert a straightforward direct effect. Some findings show that compensation improves performance indirectly through intervening mechanisms such as work engagement or job satisfaction, implying that employees' behavioral responses to compensation depend on how reward systems are interpreted within organizational settings. These mixed findings reveal that the relationship among leadership, motivation, compensation, and employee performance is more complex than a simple linear association.

Such inconsistencies reveal an unresolved empirical gap. Existing evidence confirms that leadership, motivation, and compensation matter, yet their relative explanatory power and behavioral interaction remain insufficiently understood, particularly in private service companies. Most prior studies have concentrated on public institutions, manufacturing organizations, or generalized organizational contexts. In contrast, labor-service companies operate under unique managerial conditions characterized by high employee dependency, intensive interpersonal interaction, and continuous demands for service reliability. These contextual differences may influence how leadership practices, motivational drivers, and compensation systems shape employee performance outcomes.

The relevance of this issue is reinforced by labor market developments in Sidoarjo Regency. According to East Java Central Statistics Agency data (BPS, 2025), employee net salaries increased during the 2022–2024 period, while the unemployment rate declined. These trends indicate increasingly competitive employment conditions in which organizations face greater pressure to attract, retain, and motivate productive employees. Under such circumstances, the effectiveness of leadership, motivation, and

compensation systems becomes increasingly important for maintaining workforce performance and organizational competitiveness.

From a broader managerial perspective, effective human resource management contributes not only to short-term performance but also to organizational sustainability. Recent studies emphasize that organizational sustainability is closely linked to managerial capability, human capital effectiveness, and adaptive organizational performance rather than being limited to environmental dimensions alone. Organizations that successfully manage leadership capability, employee commitment, and human resource systems tend to demonstrate stronger long-term competitiveness and operational resilience (Mochklas et al., 2024; Muchlis et al., 2024; Panggayudi & Mochklas, 2025). Within service organizations, this perspective highlights the importance of examining employee performance through integrated human resource mechanisms.

Based on these considerations, this study investigates the influence of transformational leadership, work motivation, and compensation on employee performance at PT Solusi Mitra Anugerah Sidoarjo. The study addresses the continuing empirical inconsistency regarding the behavioral mechanisms linking these variables and extends the discussion into the context of private service organizations. The findings are expected to contribute to the human resource management literature by clarifying the relative role of leadership, motivation, and compensation in shaping employee performance while also providing practical implications for organizational performance management.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the extent to which employees accomplish organizational duties and responsibilities according to established standards and objectives. Performance encompasses not only work quantity but also work quality, timeliness, responsibility, and collaborative capability that support organizational effectiveness (Mangkunegara, 2017). From a human resource management perspective, performance emerges from the interaction between individual capability and organizational conditions, including leadership practices, motivational climate, and compensation systems (Hasibuan, 2019).

Robbins and Judge (2017) argue that employee performance is influenced by employees' abilities, motivation, and organizational opportunities to perform. Employees with strong technical capability may still demonstrate suboptimal performance when motivational support and organizational conditions are weak. Conversely, organizations that cultivate effective leadership, reinforce employee motivation, and implement equitable compensation systems are more likely to achieve higher productivity and workforce effectiveness.

Within service organizations, employee performance is particularly important because service quality depends heavily on employee behavior, professionalism, and responsiveness. Therefore, organizations must establish human resource systems that strengthen engagement, commitment, and workforce capability to sustain organizational competitiveness and long-term effectiveness (Huda et al., 2025; Mochklas et al., 2024).

Transformational Leadership and Employee Performance

Transformational leadership refers to a leadership approach that influences employees through inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration. This leadership style encourages employees to internalize organizational goals, develop innovative behavior, and strengthen work commitment (Rafsanjani, 2019).

Theoretically, transformational leadership is expected to enhance employee performance because leaders provide direction, inspiration, and psychological support that encourage employees to exceed formal performance expectations. Empirical evidence supports this proposition. Atmojo (2012) found that transformational leadership improves employee performance through stronger intrinsic motivation and job satisfaction. Likewise, Hendrayanti and Sari (2024) demonstrated that transformational leadership strengthens employee motivation and contributes positively to work performance.

Based on theoretical arguments and prior empirical findings, the following hypothesis is proposed:

H1: Transformational leadership has a positive and significant relationship with employee performance.

Work Motivation and Employee Performance

Work motivation represents the internal and external forces that stimulate employee effort, persistence, and commitment toward organizational goals. Motivated employees tend to demonstrate greater responsibility, achievement orientation, and work engagement, which contribute to improved productivity (Nasution & Indrawan, 2023).

From a theoretical perspective, motivation functions as a behavioral driver translating employee willingness into work effort and performance outcomes. Prior studies generally support a positive association between motivation and employee performance, although the strength of this relationship may vary across organizational conditions. Mariyatha (2023) reported that motivation positively affects employee performance, but its explanatory role changes when job satisfaction is incorporated into the analytical model. Assidiqi and Hapsari (2024) further found that motivated employees tend to display stronger work quality and organizational engagement.

Based on this theoretical and empirical reasoning, the following hypothesis is formulated:

H2: Work motivation has a positive and significant relationship with employee performance.

Compensation and Employee Performance

Compensation refers to the rewards provided by organizations in return for employees' work contributions, including both financial and non-financial forms of recognition. Fair compensation systems are expected to enhance employee satisfaction, perceived organizational support, and work motivation, thereby contributing to improved performance (Hasibuan, 2019).

The relationship between compensation and employee performance has received substantial empirical attention. Satriawan and Ardana (2018) showed that compensation improves job satisfaction and contributes to better employee performance. Hendrayanti and Sari (2024) similarly found that compensation positively

supports employee motivation and performance outcomes. However, evidence from Setyawati et al. (2023) indicates that compensation may influence performance indirectly through work engagement, suggesting that the compensation–performance relationship can involve intervening organizational mechanisms.

Accordingly, the following hypothesis is proposed:

H3: Compensation has a positive and significant relationship with employee performance.

Combined Relationship of Transformational Leadership, Work Motivation, and Compensation with Employee Performance

Employee performance is shaped by multiple organizational factors rather than by a single managerial mechanism. Transformational leadership provides behavioral direction and inspiration, work motivation reinforces employee effort and commitment, and compensation strengthens perceptions of recognition and organizational fairness. Together, these factors may collectively contribute to employee performance outcomes.

Prior studies indicate that leadership, motivation, and compensation are important determinants of employee performance (Sari et al., 2024). In service organizations, integrated human resource practices also support workforce capability and organizational effectiveness (Muchlis et al., 2024; Panggayudi & Mochklas, 2025).

Therefore, this study proposes the following hypothesis:

H4: Transformational leadership, work motivation, and compensation collectively show a positive and significant relationship with employee performance.

Conceptual Framework

This study develops a conceptual framework positioning transformational leadership, work motivation, and compensation as determinants of employee performance. The framework is grounded in prior theoretical and empirical evidence indicating that leadership effectiveness, motivational conditions, and compensation systems shape employee behavioral outcomes and organizational productivity.

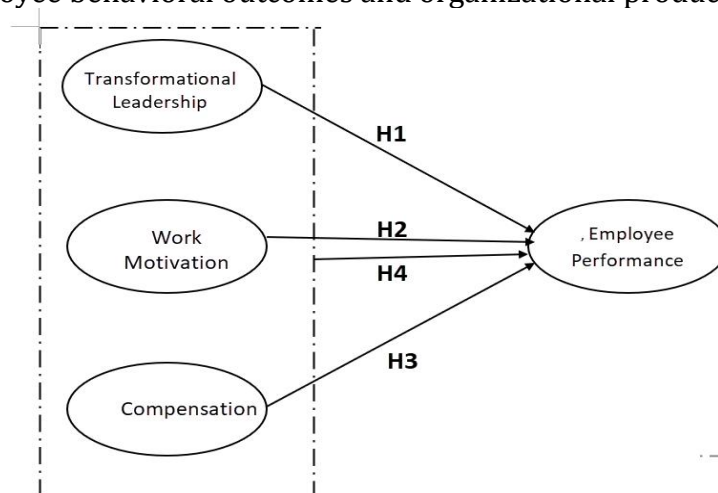


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This study employed a quantitative correlational research design to examine the relationships between transformational leadership, work motivation, compensation, and employee performance at PT Solusi Mitra Anugerah Sidoarjo (Hafidulloh & Mochklas, 2024). The study population consisted of 45 active employees. Given the relatively limited population size, all members of the population were included in the study using a saturated sampling (census) technique.

The independent variables in this study were transformational leadership (X_1), work motivation (X_2), and compensation (X_3), while employee performance (Y) functioned as the dependent variable. Transformational leadership was measured using indicators of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985). Work motivation was operationalized through work enthusiasm, perseverance, achievement orientation, goal alignment, and rewards and recognition (Andjarwati, 2015; Robbins & Judge, 2017). Compensation was measured based on salary, incentives, benefits, fairness, and compensation suitability relative to workload (Hasibuan, 2019). Employee performance was assessed through work quality, work quantity, punctuality, responsibility, and cooperation (Mangkunegara, 2017; Robbins & Judge, 2017). All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using IBM SPSS through validity, reliability, and normality testing to assess instrument quality and data distribution (Hair et al., 2019). Because the data were not normally distributed, hypothesis testing employed nonparametric statistical procedures (Santoso, 2019). Spearman's Rank Correlation was used to test H1–H3 by examining the direction, strength, and significance of the relationships between each independent variable and employee performance, as appropriate for ordinal and non-normal data (Roflin & Zulvia, 2021). To test H4, the study applied Ordinal Logistic Regression (OLR) to examine the combined contribution of transformational leadership, work motivation, and compensation to employee performance using Likert-scale data (Hair et al., 2019; Wiliyanti et al., 2025). Model explanatory power was evaluated using Nagelkerke Pseudo R-Square, with statistical significance assessed at $\alpha = 0.05$.

RESEARCH RESULT

Respondent Characteristics

This study involved 45 employees of PT Solusi Mitra Anugerah Sidoarjo as research respondents. All respondents were active employees with a minimum working period of one year, ensuring adequate familiarity with the organization's leadership practices, motivational conditions, compensation system, and performance expectations.

Validity Test

Instrument validity was assessed using the Pearson Product Moment correlation test by comparing the correlation coefficient of each statement item with the critical correlation value.

Table 1. Item Validity Test Results

Variable	Number of Items	Range of r-count	Sig.	Information
Transformational Leadership	4	0.721–0.912	<0.05	Valid
Work Motivation	5	0.550–0.834	<0.05	Valid

Compensation	5	0.601–0.865	<0.05	Valid
Employee Performance	5	0.688–0.901	<0.05	Valid

Based on Table 1, the validity test results show that all questionnaire items generated positive item-total correlation coefficients with significance values below 0.05. Furthermore, the obtained r-count values exceeded the minimum acceptable criterion, indicating that all measurement items were valid and adequately represented their respective constructs. Therefore, the research instrument was considered appropriate for further statistical analysis.

Reliability Test

Instrument reliability was evaluated using Cronbach’s Alpha.

Table 2. Reliability Test Results

Construct Reliability	Cronbach’s Alpha	Number of Items	Interpretation
Research Instrument	0.971	19	Highly Reliable

Based on Table 2, the reliability test produced a Cronbach’s Alpha value of 0.971, exceeding the recommended threshold of 0.70, indicating a high level of internal consistency among the measurement items. Therefore, the research instrument was considered reliable for subsequent analysis.

Normality Test

Normality assessment was conducted using the Kolmogorov–Smirnov and Shapiro–Wilk tests.

Table 3. Normality Test Results

Variable	Kolmogorov–Smirnov Sig.	Shapiro–Wilk Sig.	Interpretation
Residual Data	0.000	0.000	Non-normal

Based on Table 3, the significance values obtained from the Kolmogorov–Smirnov and Shapiro–Wilk tests were below 0.05, indicating that the data did not meet the normality assumption. Accordingly, hypothesis testing was conducted using nonparametric statistical procedures.

Spearman Rank Correlation Results (H1–H3)

Spearman’s Rank Correlation was used to examine the relationships between each independent variable and employee performance.

Table 4. Spearman Rank Correlation Results

Relationship	Spearman’s ρ	Sig.	Interpretation	Decision
Transformational Leadership → Employee Performance	0.928	0.000	Very Strong Positive	H1 Accepted
Work Motivation → Employee Performance	0.551	0.000	Moderate Positive	H2 Accepted
Compensation → Employee Performance	0.551	0.000	Moderate Positive	H3 Accepted

The results indicate that transformational leadership demonstrates the strongest positive relationship with employee performance ($\rho = 0.928$). Work motivation and

compensation also exhibit statistically significant positive relationships with employee performance, although their correlation strength falls within the moderate category.

Ordinal Logistic Regression Results (H4)

To examine the combined relationship of transformational leadership, work motivation, and compensation with employee performance, the study employed Ordinal Logistic Regression (OLR).

Table 5. Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Sig.
Intercept Only	72.416	-	-
Final Model	18.532	53.884	0.000

Based on Table 5, the significant reduction in -2 Log Likelihood from the intercept-only model to the final model indicates improved model fit. The Chi-Square value (53.884; $p < 0.05$) demonstrates that transformational leadership, work motivation, and compensation jointly have a significant relationship with employee performance, supporting the suitability of the OLR model.

Table 6. Pseudo R-Square Results

Statistic	Value
Cox & Snell	0.842
Nagelkerke	0.970
McFadden	0.910

Based on Table 6, the Pseudo R-Square statistics demonstrate strong model explanatory capacity. The Nagelkerke value of 0.970 suggests that the Ordinal Logistic Regression model provides substantial explanatory power regarding employee performance variation, indicating that transformational leadership, work motivation, and compensation jointly contribute strongly to the dependent variable..

Table 7. Parameter Estimates

Predictor	Estimate (β)	Std. Error	Wald	Sig.
Transformational Leadership	2.315	0.648	12.772	0.000
Work Motivation	0.886	0.354	6.261	0.012
Compensation	0.904	0.366	6.099	0.014

Based on Table 7, all predictor variables exhibit positive and significant parameter estimates ($p < 0.05$). Transformational leadership demonstrates the strongest contribution to employee performance ($\beta = 2.315$), followed by compensation ($\beta = 0.904$) and work motivation ($\beta = 0.886$). The significant Wald values confirm that each predictor contributes meaningfully to the Ordinal Logistic Regression model.

DISCUSSION

The findings demonstrate that transformational leadership, work motivation, and compensation are positively and significantly associated with employee performance at PT Solusi Mitra Anugerah Sidoarjo. These results reinforce the argument

that human resource management practices constitute important organizational mechanisms shaping employee productivity and effectiveness, particularly within labor-intensive service organizations.

Transformational leadership emerged as the strongest predictor of employee performance, indicated by the highest correlation coefficient ($\rho = 0.928$). This finding suggests that leaders' capacity to provide inspirational direction, intellectual stimulation, individualized consideration, and motivational support contributes substantially to employee work outcomes. In service organizations, where operational success depends heavily on workforce responsiveness and behavioral commitment, transformational leadership appears to strengthen employees' willingness to exceed formal performance expectations.

The present finding supports transformational leadership theory introduced by Burns (1978) and subsequently developed by Bass (1985) and Bass and Riggio (2006), which proposes that transformational leaders improve subordinate performance by influencing values, attitudes, and behavioral commitment. The results are also consistent with prior empirical studies reporting a positive relationship between transformational leadership and employee performance (Atmojo, 2012; Hendrayanti & Sari, 2024; Hana et al., 2023; Nauli et al., 2025). However, this study extends previous evidence by demonstrating that transformational leadership exhibits stronger explanatory power than work motivation and compensation within a private service-company setting. This suggests that leadership effectiveness may play a particularly important role in organizational environments characterized by intensive interpersonal interaction and service reliability demands.

Work motivation also demonstrated a positive and significant relationship with employee performance ($\rho = 0.551$). This finding indicates that employee enthusiasm, achievement orientation, persistence, and recognition needs contribute to improved work outcomes. The result aligns with motivational perspectives emphasizing that behavioral effort and goal commitment are essential determinants of employee performance (Andjarwati, 2015).

The findings are consistent with previous research showing that motivated employees tend to demonstrate stronger productivity, engagement, and work quality (Mariyatha, 2023; Sagita & Sutianingsih, 2023; Assidiqi & Hapsari, 2024; Utami et al., 2023). Nevertheless, the moderate strength of the relationship observed in this study suggests that motivation alone may not fully explain performance variation. Within service organizations, employee performance likely emerges from interaction among motivational conditions, leadership effectiveness, organizational climate, and managerial support systems.

Compensation similarly showed a positive and significant relationship with employee performance ($\rho = 0.551$). This result indicates that fair salary structures, incentives, benefits, and reward systems contribute positively to employee satisfaction, perceived organizational support, and work commitment. In practical terms, employees who perceive compensation systems as equitable are more likely to maintain productive work behavior and organizational loyalty.

These findings are consistent with prior studies suggesting that compensation strengthens employee motivation and performance outcomes (Hendrayanti & Sari, 2024; Wahyuni et al., 2023; Sari et al., 2024). However, the moderate coefficient found in this study indicates that compensation may function less as a stand-alone determinant and

more as a supporting organizational mechanism complementing leadership and motivational processes. This interpretation is compatible with studies arguing that compensation often affects performance indirectly through behavioral mediators such as satisfaction, engagement, or organizational commitment.

At the multivariable level, the Ordinal Logistic Regression analysis demonstrated that transformational leadership, work motivation, and compensation collectively contribute substantially to explaining employee performance variation, reflected by the high Nagelkerke Pseudo R-Square value (0.970). This result indicates that employee performance within PT Solusi Mitra Anugerah Sidoarjo is strongly associated with integrated human resource management practices rather than with isolated managerial factors.

From a broader organizational perspective, these findings reinforce the view that human capital constitutes a strategic organizational asset supporting competitiveness and sustainable organizational performance (Huda et al., 2025; Mochklas et al., 2024; Muchlis et al., 2024; Panggayudi & Mochklas, 2025). In service organizations, sustainable performance depends not only on operational efficiency but also on the organization's capability to manage leadership effectiveness, employee motivation, and equitable reward systems in a coordinated manner.

Theoretically, this study strengthens transformational leadership, motivation, and compensation perspectives in explaining employee performance within private service organizations. More importantly, the findings suggest that transformational leadership exerts a comparatively stronger role than motivation and compensation, thereby highlighting the contextual importance of leadership capability in labor-intensive service environments.

From a managerial standpoint, the findings imply that PT Solusi Mitra Anugerah Sidoarjo should prioritize strengthening transformational leadership practices through improved communication, employee empowerment, motivational support, and individualized managerial attention. In addition, organizations should reinforce work motivation through recognition systems, career development opportunities, and supportive work environments. Compensation policies should also be reviewed periodically to ensure fairness, competitiveness, and alignment with employee contributions. An integrated approach to leadership, motivation, and compensation management is expected to support higher employee performance, workforce commitment, and organizational sustainability.

Theoretical Implications

This study reinforces transformational leadership, motivation, and compensation theories in explaining employee performance. The findings highlight transformational leadership as the strongest predictor, suggesting that leadership effectiveness is particularly critical in service organizations characterized by intensive employee interaction and service delivery demands. The study also confirms that employee performance is shaped not only by individual motivation and rewards but also by leadership-driven organizational processes. Methodologically, the study contributes by applying a nonparametric multivariable approach (Ordinal Logistic Regression) to analyze employee performance determinants.

Managerial Implications

From a managerial perspective, the findings suggest that PT Solusi Mitra Anugerah Sidoarjo, as a service company, should strengthen transformational leadership practices through more effective supervisor communication, individualized employee coaching, participative problem solving, and stronger recognition of employee contributions. To reinforce work motivation, the company may implement structured reward systems, transparent career development pathways, and supportive working conditions that encourage employee engagement and productivity. In addition, compensation policies should be reviewed periodically to ensure fairness, market competitiveness, and alignment between employee workload and rewards. These operational measures may help improve employee productivity, service quality, workforce loyalty, and organizational sustainability through a more integrated human resource management approach.

This study has several limitations. First, the research was conducted in a single private service company with a relatively small sample size, limiting the broader generalizability of the findings. Second, the study focused only on transformational leadership, work motivation, and compensation, whereas employee performance may also be influenced by other organizational and behavioral factors. Third, the correlational and nonparametric analytical approach does not establish strong causal inference. Therefore, future research is encouraged to involve multiple organizations or industrial sectors, incorporate additional variables such as job satisfaction, organizational culture, work engagement, organizational commitment, or work discipline, and employ larger samples with more advanced analytical methods to strengthen causal explanation and model development.

CONCLUSION

This study concludes that transformational leadership, work motivation, and compensation are positively and significantly associated with employee performance at PT Solusi Mitra Anugerah Sidoarjo. Among these variables, transformational leadership demonstrates the strongest relationship with employee performance, highlighting the importance of leadership effectiveness in service organizations. Work motivation and compensation also contribute positively, indicating that employee performance improvement depends on both behavioral and organizational support mechanisms. Furthermore, the multivariable analysis suggests that the combined contribution of transformational leadership, work motivation, and compensation provides substantial explanatory power for employee performance variation. These findings emphasize the importance of integrated human resource management practices in enhancing employee productivity, commitment, and service quality.

From a managerial perspective, PT Solusi Mitra Anugerah Sidoarjo should strengthen transformational leadership through effective communication, employee guidance, and participative management practices. The company should also reinforce employee motivation through recognition and career development opportunities, while maintaining a fair and competitive compensation system aligned with employee contributions and workload.

Research Limitations

This study has several limitations. First, the research was conducted in a single private service company with a relatively small sample size, limiting the generalizability of the findings to broader organizational settings. Second, the study focused only on

three explanatory variables transformational leadership, work motivation, and compensation while employee performance may also be influenced by other organizational and behavioral factors. Third, the use of a correlational and nonparametric analytical approach does not allow strong causal inference among variables.

Therefore, future studies are encouraged to involve multiple organizations or industrial sectors, incorporate additional variables such as job satisfaction, organizational culture, work engagement, organizational commitment, or work discipline, and employ larger samples. In addition, the use of more advanced analytical approaches, such as SEM-PLS, covariance-based SEM, or robust multivariable regression models, is recommended to strengthen causal explanation, improve model robustness, and support broader theoretical development regarding employee performance determinants.

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