

"THE INFLUENCE OF LEADERSHIP COMPETENCE ON EMPLOYEE JOB SATISFACTION WITH COMPENSATION AS A MODERATING VARIABLE"

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ABSTRACT	Keywords
Background: BPJS Kesehatan (Indonesian Social Security Agency for Health) has recognized leadership as an essential foundation, as stipulated in BPJS Kesehatan Board of Directors Regulation Number 59 of 2020 concerning the BPJS Kesehatan Competency Dictionary and Model. Based on data from the National Leadership Competency Survey, six leadership competencies were assessed: Building Trust (Trusted), Compassionate Leadership (Caring), Impact and Influence (Communicative), Learning Agility (Learner), Strive for Excellence (Focused on Results), and Strategic Orientation (Visionary). Method: Quantitative analytical approach with a cross-sectional approach. A sample of 104 respondents was drawn using non-probability sampling with a purposive sampling technique, taking into account inclusion and exclusion criteria. Data were collected through a questionnaire and analyzed using the chi-square test and Structural Equation Modeling Partial Least Squares. Results: Based on the results of the chi square test statistical calculation at a significant level of ≤ 0.05, a probability level / Asym.sig of $0.000 < \alpha (0.05)$ was obtained, so there is an influence of leadership competence on employee job satisfaction. Based on the results of the Structural Equation Modeling Partial Least Square statistical test calculation, a negative moderation path coefficient and a moderation significance value of > 0.05 were obtained on the leadership competencies of Building Trust and Learning Agility on job satisfaction through compensation variables. A positive moderation path coefficient and a moderation significance value of < 0.05 were obtained on the leadership competencies of Compassionate Leadership and Strive for Excellence on job satisfaction through compensation variables. And a positive moderation path coefficient and a moderation significance value of > 0.05 were obtained on the leadership competencies of Impact and Influence and Strategic Orientation on job satisfaction through compensation variables. Conclusion: Building Trust has no significant effect on job satisfaction through compensation. Compassionate Leadership has a significant effect on job satisfaction through compensation. Impact and Influence have an insignificant effect on job satisfaction through compensation. Learning Agility has an insignificant effect on job satisfaction through compensation. Striving for Excellence has a significant effect on job satisfaction through compensation. Strategic Orientation has an insignificant effect on job satisfaction through compensation.	leadership competence, job satisfaction, compensation
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INTRODUCTION

Leadership has long been considered a fundamental driver of organizational performance. In public sector institutions, especially BPJS Kesehatan, leadership competencies determine how effectively employees perceive fairness, recognition, and motivation at work. The BPJS Kesehatan Board of Directors Regulation No. 59/2020 outlined six key leadership competencies: Building Trust, Compassionate Leadership, Impact and Influence, Learning Agility, Strive for Excellence, and Strategic Orientation.

Survey data from 2022 to 2024 showed fluctuating performance across these competencies, with declines in Building Trust, Compassionate Leadership, and Impact and Influence in 2024, indicating inconsistencies in leadership practices. Given these dynamics, employee job satisfaction may be affected not only by leadership competence but also by compensation policies. Previous studies emphasized the importance of leadership and compensation in shaping job satisfaction (Herzberg, 1959; Robbins, 2013). This study seeks to analyze the extent to which leadership competence influences employee job satisfaction, and how compensation moderates this relationship within BPJS Kesehatan Surabaya Main Branch Office.

METHOD

This study applied a quantitative analytical design using a cross-sectional approach. The population consisted of 115 employees at BPJS Kesehatan Surabaya Main Branch, with 104 respondents selected using purposive sampling based on inclusion and exclusion criteria. Primary data were collected via structured questionnaires measuring leadership competencies, compensation, and job satisfaction. Validity and reliability tests were performed prior to main analysis. Data analysis employed descriptive statistics, Chi-square test, and Structural Equation Modeling with Partial Least Squares (SEM-PLS). The SEM-PLS approach was used to test both direct and moderating effects of compensation.

RESULTS

Table 1. Respondent Characteristics

Variable	Frequency (f)	Percentage (%)
Age		
< 29 years	8	7.7
29–44 years	64	61.5
> 44 years	32	30.8
Gender		
Male	22	21.1
Female	82	79.9
Education Level		
Senior High School	0	0
Diploma (DIII)	9	8.6
Bachelor (S1)	95	91.4
Master (S2)	0	0
Doctor (S3)	0	0
Length of Service		
1–2 years	0	0
2–3 years	0	0
> 3 years	104	100
Work Environment		
Poor	14	13.5
Good	80	86.5
Career Development		
None	9	8.7
Available	95	91.3

Table 1 shows the demographic characteristics of respondents. Most employees were aged 29–44 years (61.5%), predominantly female (79.9%), and the majority held a Bachelor's degree (91.4%). All respondents had worked for more than 3 years (100%), indicating experienced staff. In terms of work environment, 86.5% perceived it as good, while 91.3% reported having opportunities for career development.

Table 2. Frequency Distribution of Research Variables

Variable	Category	Frequency (f)	Percentage (%)
Building Trust	Negative	46	44.2
	Positive	58	55.8
Compassionate Leadership	Negative	50	48.1
	Positive	54	51.9
Impact and Influence	Negative	51	49.0
	Positive	53	51.0
Learning Agility	Negative	51	49.0
	Positive	53	51.0
Strive for	Negative	50	48.1

Excellence	Positive	54	51.9
Strategic Orientation	Negative	45	43.3
	Positive	59	56.7
Compensation	Negative	52	50.0
	Positive	52	50.0
Job Satisfaction	Negative	44	42.3
	Positive	60	57.7

Table 2 presents the frequency distribution of research variables. Results show that most respondents assessed leadership competencies positively. The highest positive perception was found in Strategic Orientation (56.7%), followed by Job Satisfaction (57.7%). Meanwhile, Compensation was equally split between negative (50.0%) and positive (50.0%) responses, indicating mixed perceptions. Overall, leadership competencies such as Building Trust, Compassionate Leadership, Impact and Influence, Learning Agility, and Strive for Excellence were rated positively by a slight majority of respondents.

Table 3. Chi-Square Test Results of Leadership Competence on Job Satisfaction

Building Trust			
Categor y	Job Satisfaction	Job Satisfaction	Total f (%)
	Negative f (%)	Positive f (%)	
Negative	34 (32.7)	12 (11.5)	46 (44.2)
Positive	10 (9.6)	48 (46.2)	58 (55.8)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			
Compassionate Leadership			
Negative	35 (33.7)	15 (14.4)	50 (48.1)
Positive	9 (8.7)	45 (43.3)	54 (51.9)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			
Impact and Influence			
Negative	32 (30.8)	19 (18.3)	51 (49.0)
Positive	12 (11.5)	41 (39.4)	53 (51.0)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			

Learning Agility			
Negative	35 (33.7)	16 (15.4)	51 (49.0)
Positive	9 (8.7)	44 (42.3)	53 (51.0)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			
Strive for Excellence			
Negative	32 (30.8)	18 (17.3)	50 (48.1)
Positive	12 (11.5)	42 (40.4)	54 (51.9)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			
Strategic Orientation			
Negative	34 (32.7)	11 (10.6)	45 (43.3)
Positive	10 (9.6)	49 (47.1)	59 (56.7)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			
Compensation			
Negative	32 (30.8)	20 (19.2)	52 (50.0)
Positive	12 (11.5)	40 (38.5)	52 (50.0)
Total	44 (42.3)	60 (57.7)	104 (100)
<i>p = 0.000, α = 0.05</i>			

Table 3 shows the Chi-Square test results for the influence of leadership competence and compensation on job satisfaction. All six leadership competencies (Building Trust, Compassionate Leadership, Impact and Influence, Learning Agility, Strive for Excellence, and Strategic Orientation) show significant relationships ($p = 0.000$) with job satisfaction. Similarly, compensation also has a significant effect on job satisfaction. These findings indicate that both leadership competencies and compensation play a decisive role in improving employee job satisfaction.

The Results of Structural Equation Modeling Partial Least Squares on the Influence of Leadership Competence on Employee Job Satisfaction with Compensation as a Moderating Variable

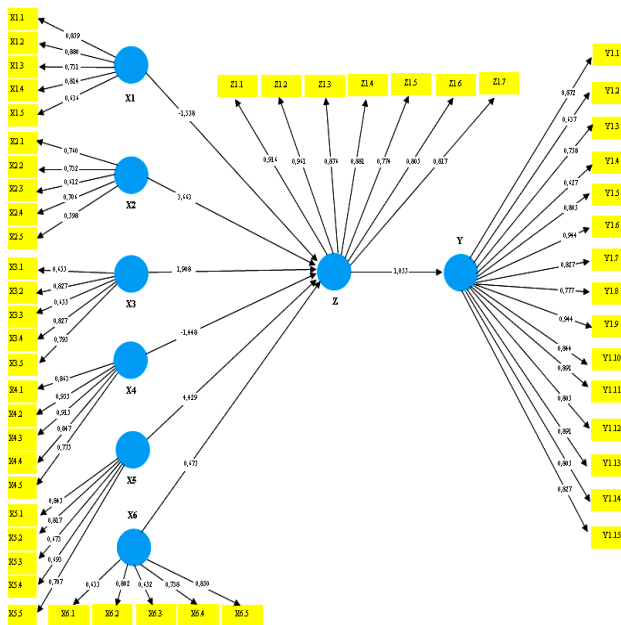


Table 4. The Influence of Leadership Competence Factors (Building Trust, Compassionate Leadership, Impact and Influence, Learning Agility, Strive for Excellence, and Strategic Orientation) on Job Satisfaction through Compensation as a Moderating Variable at BPJS Kesehatan Surabaya Main Branch

Variable	Path Coefficient	Mean	SD	T-Statistic	P-Value
Building Trust → Compensation → Job Satisfaction	-0.138	17.8269	2.87284	-1.358	0.178
Compassionate Leadership → Compensation → Job Satisfaction	0.372	17.4423	3.13236	3.663	0.000
Impact and Influence → Compensation → Job Satisfaction	0.200	17.1250	2.89522	1.908	0.059
Learning Agility → Compensation → Job Satisfaction	-0.144	17.1346	2.71697	-1.448	0.151
Strive for Excellence → Compensation → Job Satisfaction	0.393	17.3462	2.54158	4.429	0.000
Strategic Orientation → Compensation → Job Satisfaction	0.067	17.6635	2.71176	0.675	0.501

Table 4 presents the results of the SEM-PLS analysis testing the moderating role of compensation. The findings show that Compassionate Leadership ($p = 0.000$) and Strive for Excellence ($p = 0.000$) significantly and positively influence job satisfaction through compensation. Meanwhile, Building Trust, Learning Agility, Impact and Influence, and Strategic Orientation did not show significant effects ($p > 0.05$). This indicates that compensation strengthens the effect of certain leadership competencies, especially those related to empathy and performance orientation, on employee job satisfaction.

DISCUSSION

1. There is an influence of the Building Trust leadership competency on employee job satisfaction at the Surabaya Main Branch Office.

This finding is supported by Robbins and Judge (2017), who stated that perceptions of fairness, trust in supervisors, and leadership style have a strong influence on employee job satisfaction. The Building Trust leadership competency has a positive effect on job satisfaction because trust is the foundation of the relationship between leaders and employees. This result is consistent with Maklassa (2023), who concluded that trust has a significant positive effect on job satisfaction and that human capital plays an important role in achieving job satisfaction in line with work commitment and trust.

2. There is an influence of the Compassionate Leadership competency on employee job satisfaction at the Surabaya Main Branch Office.

Leaders who demonstrate compassion create a safe and comfortable work environment. This allows employees to feel recognized and valued, which in turn increases job satisfaction (Hasibuan, 2012). Compassionate leaders also help reduce employees' psychological burdens, especially when workloads are high. This finding aligns with Jiputra (2019), who reported that participative leadership style had a significant positive effect on job satisfaction at PT Rembeka.

3. There is an influence of the Impact and Influence Leadership competency on employee job satisfaction at the Surabaya Main Branch Office.

When leaders are communicative, information becomes clear and unbiased, conflicts can be minimized, interpersonal relationships are more

harmonious, and employees feel more involved in decision-making (Mangkunegara, 2017). Motivating factors such as recognition and positive communication from leaders influence job satisfaction, as clear communication helps subordinates understand goals and expectations. This finding is partly in line with Lalujan Paramita et al. (2016), who found that organizational communication did not directly affect job satisfaction at Perum Bulog Manado, but both communication and job satisfaction influenced employee performance.

4. There is an influence of the Learning Agility Leadership competency on employee job satisfaction at the Surabaya Main Branch Office.

Leaders who are able to learn from experience and adapt quickly create a flexible, supportive, and inspiring work environment. This enhances employee engagement and job satisfaction (Mangkunegara, 2017). Learning agility is associated with higher morale, as leaders are seen as capable of guiding, inspiring, and innovating in the face of challenges. This finding is supported by Situmorang (2014), who concluded that learning-oriented leadership had a significant positive relationship with job satisfaction, and by Siregar (2014), who confirmed its direct positive effect on job satisfaction.

5. There is an influence of the Strive for Excellence Leadership competency on employee job satisfaction at the Surabaya Main Branch Office.

According to Path-Goal Theory, leaders who can guide and support employees in achieving work goals increase motivation, performance, and job satisfaction. Leaders who are result-oriented tend to provide clear work structures, recognize achievements, and encourage a productive and competitive work culture (Hasibuan, 2012). The Strive for Excellence competency creates a challenging but structured work environment, where employees clearly understand their roles, receive fair evaluations, and are motivated by recognition of their achievements. This finding is in line with Martak (2014), who found that professionalism significantly affects job satisfaction.

6. There is an influence of the Strategic Orientation Leadership competency on employee job satisfaction at the Surabaya

Main Branch Office

A clear organizational vision creates a productive and satisfying work environment because employees feel involved in achieving long-term goals. In the context of BPJS Kesehatan, leaders with strategic orientation can align the organizational vision with individual tasks, provide continuous motivation through clear direction, strengthen employees' sense of belonging, and clarify roles and contributions toward long-term goals. This finding is consistent with Sukriadi (2018), who reported that visionary leadership significantly influenced job satisfaction among permanent lecturers in hospitality study programs in Bandung.

7. There is an influence of compensation on employee job satisfaction at the Surabaya Main Branch Office.

A good compensation system also reflects management's concern for employee welfare. This result supports Supatmi et al. (2020), who emphasized that compensation is essential for employees as it significantly improves both job satisfaction and performance in the workplace.

8. The Combined Influence of Leadership Competencies on Job Satisfaction Through Compensation as a Moderating Variable at the Surabaya Main Branch Office

- **The analysis showed negative path coefficients, indicating no effect, with significance values greater than 0.05 for two leadership competencies:**

-Building Trust → Compensation → Job Satisfaction

-Learning Agility → Compensation → Job Satisfaction

This suggests that financial rewards/benefits may not significantly strengthen or weaken the effect of leadership, especially when leadership already fulfills more fundamental psychological needs. This result is supported by Kadir (2017), who found that compensation does not affect job satisfaction. Prahara et al. (2025) also concluded that learning agility, defined as the ability to learn from experience and adapt quickly to change, plays an important role in supporting work engagement rather than job satisfaction.

- **The analysis showed positive path coefficients, indicating a potential influence, but with significance values greater than 0.05 for two leadership competencies:**

-Impact and Influence → Compensation → Job Satisfaction

-Strategic Orientation → Compensation → Job Satisfaction

Although there are indications that compensation could strengthen these relationships, the empirical evidence is not strong enough to confirm that the moderating role of compensation truly exists in the studied population. These findings are supported by Imbang et al. (2022), who reported that communication and compensation simultaneously influenced job satisfaction, and by Hidayat & Hasan (2024), who found that visionary leadership had no direct effect on satisfaction and employee performance.

- **The analysis revealed positive and significant effects ($p < 0.05$) for two leadership competencies:**

-Compassionate Leadership → Compensation → Job Satisfaction

-Strive for Excellence → Compensation → Job Satisfaction

Strive for Excellence reflects employees' behaviors and attitudes to consistently deliver their best performance, maintain quality outcomes, and continuously improve individual and team standards. Such behavior generally enhances job satisfaction as employees take pride in their achievements and receive recognition for their efforts, especially when supported by compassionate leadership. These results are consistent with Bunawan & Turangan (2021), who found that leadership significantly influenced employee job satisfaction, and with Pardede (2024), who concluded that compensation, leadership, and job orientation had a substantial positive impact on job satisfaction.

CONCLUSION

1. There is an influence of Building Trust on job satisfaction.
2. There is an influence of Compassionate Leadership on job satisfaction.
3. There is an influence of Impact and Influence on job satisfaction.
4. There is an influence of Learning Agility on job satisfaction.
5. There is an influence of Strive for Excellence on job satisfaction.
6. There is an influence of Strategic Orientation on job satisfaction.
7. There is an influence of compensation on job satisfaction.
8. The influence of leadership competency

factors on employee job satisfaction through compensation as a moderating variable:

- Compensation weakens the effect of Building Trust on job satisfaction and is not significant.
- Compensation significantly moderates the relationship between Compassionate Leadership and job satisfaction.
- Compensation strengthens the effect of Impact and Influence on job satisfaction but is not yet significant.
- Compensation weakens the effect of Learning Agility on job satisfaction and is not significant.
- Compensation significantly moderates the relationship between Strive for Excellence and job satisfaction.
- Compensation strengthens the effect of Strategic Orientation on job satisfaction but is not yet significant.

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