

## PalArch's Journal of Archaeology of Egypt / Egyptology

### LEADERSHIP AND COMPENSATION AFFECT THE QUALITY OF SERVICE WITH JOB SATISFACTION AS INTERVENING

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**YunataKandhias Akbar, ObsatarSinaga, Djoko Roespinoedji. Leadership And Compensation Affect The Quality of Service With Job Satisfaction As Intervening--Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(10), 1228-1243. ISSN 1567-214x**

**Keywords:** leadership, compensation, job satisfaction, quality of service, caddy, freelance employees.

#### ABSTRACT

Sentul Highlands Golf Club is a company engaged in the field of services (hospitality industry). In services, human resources, especially the role of executive employees who deal directly with the customer is very important. This study aimed to analyze the influence of leadership and compensation for service quality through employee satisfaction. The study involved 117 respondents were from the caddy (golf Pramu) women's status as a freelance employee. SEM analysis of the data using a model assisted program analyst AMOS. The results showed that the quality of the services performed by the caddy is highly dependent on the compensation of the players, where the player who gives a tip that is quite satisfactory, then the caddy also provide a pretty good waiter, the caddy is to give good service in order to get a reward (tip) is greater than the players. Leadership and compensation have a significant effect on employee job satisfaction. However, further work satisfaction not significantly affect the quality of service. This may imply that the employee satisfaction as an intervening variable shows only little effect.

**Keywords:** leadership, compensation, job satisfaction, quality of service, caddy, freelance employees.

#### INTRODUCTION

In terms of empowerment and human resource management, companies need to create a conducive environment, fair and fair rewards, workloads that are in accordance with employee expertise, attitudes and behavior of managers to shape employee satisfaction. Employee satisfaction is important because it is one of the keys to driving morale and discipline as well as employee

performance that will affect service quality in an effort to realize company goals. The results of interviews with researchers with the management of Sentul Highlands Golf Club where the management wants to increase the number of customers considering the number of rounds each month is still below the expected number. One form of effort to increase the number of customers is by increasing customer satisfaction through improving service quality.

The quality of service felt by customers, in this case golf players, is obtained from the performance of golf course employees who are directly related to them in a series of services from preparation to play to finish playing. Employee performance is influenced by employee job satisfaction factors which directly affect their services, so that employee satisfaction needs management's attention (Saudi, 2018).

As stated by Luthans (2016), employee satisfaction is influenced, among others, by compensation and leadership factors. This is supported by previous research by Sudarmadi (2017), Nawab and Bhatti (2011) that leadership and the compensation system have a positive and significant effect on employee job satisfaction. Therefore, it is necessary to study how to improve employee job satisfaction (especially implementing employees who have direct contact with golf players) in order to improve the quality of service to customers.

This research is based on the phenomena in the management of the golf business which is implied in the background where the development of the golf course business requires an increase in the quality of its services. As stated by Hwang (2014) in America, the number of golf players in the last five years (2010-2014) has decreased, while the number of golf courses has increased, thus demanding golf course managers to improve the quality of their services to attract golf players.

Research purposes.(1) Analyzing the influence of leadership on employee job satisfaction; (2) Analyzing the effect of compensation on employee job satisfaction; (3) to analyze the effect of job satisfaction on service quality; (4) to analyze the influence of leadership on service quality; (5) Analyzing the effect of compensation on service quality; (6) Analyzing the influence of leadership and compensation on service quality with the mediating variable of job satisfaction.

## **THEORITICAL REVIEW**

### ***Leadership.***

According to Robbins and Judge (2016: 413) that leadership (Leadership) is the ability to influence a group towards achieving a vision or set of goals. Meanwhile, according to Nawawi (2013), leadership is the function of leaders and subordinates in certain situations. In leadership there must be elements of influencing others, subordinate elements (members of the organization) as people who are affected, elements of certain situations, so that they function in achieving organizational goals.

According to Bass in Trottier et al. (2008), the leadership approach includes transformational leadership and transactional leadership as stated in Bass's Full Range Leadership Model. Transformational leadership and transactional leadership do not end on one continuum but rather lead to patterns of leadership that all leaders have and use in different amounts. With transformational leadership followers feeling trust, admiration, loyalty, and respect for the leader, they are motivated to do more than is initially expected of them. In contrast, transactional leadership involves an exchange process that can produce follower compliance with the leader's requests but is unlikely to generate enthusiasm and commitment to the task goal.

Antonaksis et al. (2013) in Bodla and Nawaz (2010) suggest that transformational leadership consists of five factors: a) Idealized influence (attributed), which refers to the socialization of a leader's charisma; b) Idealized influence (behavior), which refers to the actions of a charismatic leader centered on values, beliefs and missions; c) Inspirational motivation, refers to the ways in which leaders energize their followers to see the future with optimism; d) Intellectual stimulation, able to provide new ideas, provide creative solutions; e) Individualized consideration, a leader who is willing to listen attentively to input from subordinates and is especially willing to pay attention to subordinates' needs. And for transactional leadership consists of three factors, namely: a) Contingent reward leadership; b) management – by-exception active; c) management-by-exception passive.

### ***Compensation.***

Compensation can be defined as something that employees receive as remuneration for their work. The benefits or remuneration received by employees are divided into two types, compensation that is financial in nature (direct compensation), and one is non-financial (indirect compensation) that is not direct. related to work performance (Umar, 2013: 29-30). Thompson (2002) in Armstrong (2017: 40) suggests that the definition of total compensation usually includes not only salaries, variables and salary benefits, but also non-cash elements that are more tangible such as the scope for achieving and carrying out responsibilities, opportunities. career, learning / training and development, intrinsic motivation provided by the job itself, and the quality of work life provided by the company.

According to Armstrong (2017: 42) the elements of total rewards are as follows: (a) Transactional rewards: financial rewards which arise from transactions between employees and employers regarding payments and other benefits, (b) Relational rewards: are rewards non-financial concerning recognition, appreciation, opportunity to develop. The concept of a temporary reward system consists of four components, namely: total salary, attractive salary variables, benefits and recognition, and celebration (Mello, 2011: 499). Compensation according to Rivai and Sagala (2017: 741) is something that employees receive as a substitute for their service contribution to the company.

### ***Job satisfaction.***

According to Luthans (2016: 243-248) job satisfaction is the result of employees' perceptions of how well their work provides things that are

considered important, and it is also stated that job satisfaction is built on the basis of five dimensions, namely: the job itself; payments, such as salaries and wages; promotion opportunities; supervision; and relationships with coworkers. Whereas when satisfaction is defined and measured according to employee involvement, there is a significant relationship between satisfaction and performance in the form of productivity, customer satisfaction, and even profit. Guidelines that may help increase employee satisfaction include: making work fun; have a fair salary, benefits and promotion opportunities; tailoring people to jobs that match their interests and expertise;

Job satisfaction has many dimensions. According to Luthans (1995) in Umar (2013: 38) recommends referring to JDI (Job Descriptive Index). According to this index, job satisfaction is built on the basis of five dimensions, namely: payment (such as salaries and wages); the work itself; promotion; supervision (supervision); and relationships with coworkers. The satisfaction construct contains five main factors, consisting of empowerment and participation, working conditions, rewards and recognition, teamwork and training, and personal development (Turkyilmaz et.al, 2011). Job satisfaction is influenced by several factors, namely challenging work, appropriate rewards, supportive working conditions, supportive colleagues, personal suitability for work (Robbins and Judge, 2016: 115).

According to Kinicki and Kreitner (2015: 125) there are five factors that can influence the appearance of satisfaction, namely: 1) Need fulfillment. This model proposes that satisfaction is determined by the level of job characteristics that allow opportunities for individuals to meet their needs. 2) Discrepancies (differences). This model states that satisfaction is an outcome that meets expectations. Fulfillment of expectations reflects the difference between what individuals expect and get from work. When expectations are greater than what is accepted, people will be dissatisfied. Conversely, it is estimated that individuals will be satisfied if they receive benefits above expectations. 3) Value attainment (achievement of values). The idea of value attainment is that satisfaction is the result of the perception that the job provides an important fulfillment of individual work values. 4) Equity (justice). In this model, it is intended that satisfaction is a function of how fairly individuals are treated at work. Satisfaction is the result of people's perception that the comparison between work output and input is relatively more favorable than the comparison between output and input for other jobs. 5) Dispositional / genetic components (genetic components). Some colleagues or friends appear satisfied with the variation in work environment, while others appear dissatisfied. This model is based on the belief that job satisfaction is partly a function of personal traits and genetic factors.

According to Robbins and Judge (2016: 15) employees who perform services in their work always interact with customers, frontline employees who regularly deal directly with customers. Where job satisfaction increases customer satisfaction and loyalty.

### ***Quality of Service.***

Quality of service (Service Quality) according to Kotler (2014: 83) is any action or activity that can be offered by one party to another, which is

basically intangible and does not result in any ownership. That the provision of service quality is a key component of customer satisfaction in the Golf industry (Hennessy et.al., 2007; Lee et.al., 2011 in Maas, 2013). Service quality is necessary to achieve three requirements: internal customer satisfaction (employee satisfaction), external customer satisfaction (customer / customer satisfaction), and process efficiency. For quality improvement, it is necessary to become a creative and innovative business environment that supports new ideas of employees and who participate in the decision-making process (Hersh, 2010).

Parasuraman et al. (1988) in Hwang (2014) states that service quality includes Tangibles, Empathy, Reliability, Assurance, and Responsiveness. Tangibles: includes physical facilities, equipment, personnel, communication tools, Reliability the ability to perform the promised services steadfastly and accurately. Responsiveness: willingness to provide appropriate services and generally to help customers. Assurance: employee knowledge and politeness and their ability to foster trust and confidence. Empathy is in the form of caring, individual attention that the organization is able to serve customers.

Service quality can be viewed as employee performance, considering that service quality is usually a measure of employee performance. Referring to Armstrong (2017), employee performance is influenced by a number of factors, namely personal factors, leadership factors, system factors, group factors, and contextual or situational factors. Personal factors, namely knowledge, skills, abilities, self-confidence, motivation and commitment possessed by an individual. The leadership factor refers to the quality of leadership in providing encouragement, enthusiasm, direction, guidance and support provided by managers and team managers. Group factors are the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members. System factors are factors that include work systems and work facilities and infrastructure provided by the organization, organizational processes, and performance culture in the organization. Contextual or situational factors are pressures caused by internal and external changes.

### ***Previous Research.***

According to Miller et.al. (1991) in Ruvendi (2015) show that leadership style has a positive relationship with employee job satisfaction. The results of Gruenberg's (1980) research in Ruvendi (2015) also show that close and mutual assistance with colleagues and supervisors is very important and has a strong relationship with job satisfaction and has nothing to do with workplace conditions and types of work. Tangkilisan (2015) says that organization (leadership) is said to be effective if in reality the bureaucracy can function to serve the needs of the community (client), meaning that there are no obstacles (bulkheads) that occur in the service, fast and precise in describing services.

Opkara (2004) and Samad (2007) in Nawab and Bhatti (2011) state that organizations that have a better compensation management system will have a very positive impact on employees. And logically, employees who get better compensation will be more satisfied with their work, as well as satisfied with

their organizational commitment. Lawler and Porter (1966) in Ruvendi (2015) report that there is a significant relationship between salary and job satisfaction. Likewise, Blakely (1993), (King et.al., 1982) in Ruvendi (2015) explain that workers who receive a higher supervisor award compared to their own assessment will be more satisfied, but supervision that is too tight will cause low level of satisfaction.

According to Leah (2015) at a Call Center company in America, employees are indicated to be satisfied with their work and compensation received, and are reflected comfortably on their work so that customer quality needs will be met. Sancoko (2018) explains that giving remuneration will improve employee performance so that the quality of service provided will increase. These results reinforce the opinion of Hasibuan (2007) in Sancoko (2018) that compensation (remuneration) will motivate someone to work well and encourage achievement. Motivation will encourage employees to work properly and correctly in accordance with predetermined standards and in accordance with customer expectations.

In a study conducted by Mehmood et.al (2011) at the Royal Palm Golf and Country Club, Pakistan, that employees are satisfied with the leadership of managers who have quality leadership and communicate and coordinate effectively with their subordinates (subordinates). The results obtained from the main research (2012), and also Nurfaiyah (2012). Research by Kusumawati (2008) and Sudarmadi shows that participatory leadership style is an important attribute for increasing employee job satisfaction.

Research conducted by Mehmood et.al (2011) in Royal Palm Golf and Country Club, Pakistan, stated that employees feel safe when working at the Club because of attractive retirement planning for employees. And here it is found that employees are neutral on income, benefits and bonuses obtained from the company. Meanwhile, research in the Pakistani education sector conducted by Nawab and Bhatti (2011) states that the relationship between employee compensation and job satisfaction shows a positive and significant relationship with one another. From research conducted by Ruvendi (2015) Employees at the Bogor Agricultural Products Industry Center (BBIHP) there is a significant relationship and influence between reward variables and BBIHP employee job satisfaction.

Yang and Coates (2010) explain that in the Golf Industry in China, caddies are the main employees who deal directly with customers; they are managed by the club and are closely linked with the club (must comply with club rules). The results showed that internal service by the caddy and the manager can be achieved by increasing the caddy's satisfaction in service. To increase caddy employee satisfaction, the company provides training, free food and accommodation.

The results of Brahmasari and Suprayitno's (2018) research prove that employee job satisfaction has a positive and significant effect on company performance, meaning that in general, high employee job satisfaction will be able to improve company performance, meaning that organizational culture is the result of the interaction of habitual characteristics influencing groups of

people in the organizational environment, will form an overall subjective perception of the organization based on factors such as risk tolerance, pressure on the team, and people support, this overall perception will be the culture or personality of the organization that is able to support and influence satisfaction employee work and company performance as well as a greater impact on a stronger culture.

From research conducted by Al-alak and Ghaleb (2012: 4) that the dimensions of service quality greatly affect customer satisfaction (customer). Yang and Coates (2010: 754) state that the perception that customers have quality in a service environment is highly dependent on contact employees who are involved in the service process, resulting in customer satisfaction (Customer Satisfaction).

### Framework

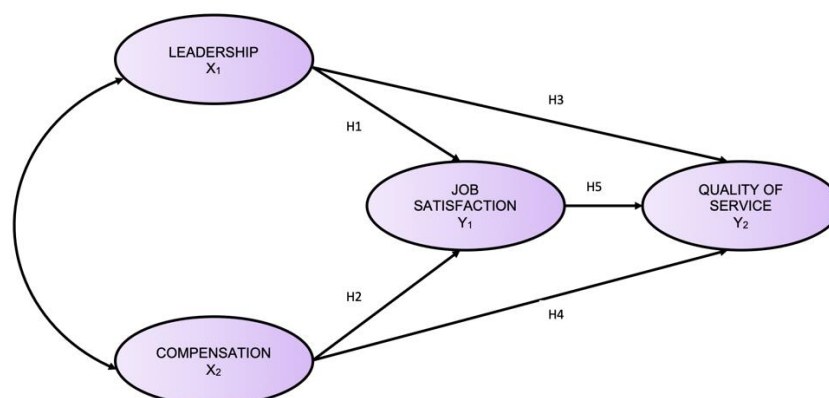


Figure 1. Framework

Hypothesis. From looking at the phenomena and identifying the problems and existing frameworks of thought, the hypotheses that we define are:

H1: Leadership has a positive effect on Job Satisfaction

H2: Compensation has a positive effect on Job Satisfaction

H3: Leadership has a positive effect on service quality

H4: Compensation has a positive effect on service quality

H5: Job Satisfaction has a positive effect in providing quality service

## RESEARCH METHODS

### *Operational Definition of Variables.*

(1) Leadership according to Robbins and Judge (2016: 410) that leadership (Leadership) is the ability to influence a group towards achieving a vision or set of goals. The assessment of leadership used the Bass and Avolio questionnaire, where the assessment was carried out on the dimensions of transformational and transactional leadership. The assessment score of the respondents' answers uses a Likert scale of 1 to 5; (2) Compensation can be defined as something that employees receive as remuneration for their work. The compensation or remuneration received by employees is divided into two types, compensation that is financial in nature (direct compensation), and one is non-financial (indirect compensation). not directly related to work performance (Umar, 2013: 29-30); (3) Job satisfaction is a set of employee

feelings about whether their job is fun or not, and this job satisfaction shows the conformity between someone's expectations that arise and the rewards that work provides (Umar, 2013: 37); (4) Quality of service (Service Quality) according to Kotler (2014: 83) is any action or activity that can be offered by one party to another, which is basically intangible and does not result in any ownership. Measurement of service quality uses dimensions developed by Parasuraman. 83) is any action or activity that one party can offer to another party, which is basically intangible and does not result in any ownership. Measurement of service quality uses dimensions developed by Parasuraman. 83) is any action or activity that one party can offer to another party, which is basically intangible and does not result in any ownership. Measurement of service quality uses dimensions developed by Parasuraman.

**Population and Sample Research.**The study population was a caddy employee, amounting to 221 people. The determination of the number of samples is based on Hair et.al (1995) in Ferdinand (2016: 46) that the appropriate sample size is between 100 - 200. Also suggests that the minimum sample size is 5 observations for each parameter. In this study, the number of parameters for the idiosyncratic indicator was 20. So that the minimum sample size was 100. In this study, the sample size taken was 117 samples.

**Types and Sources of Data.**The data used in this study are primary data. Primary data is data obtained from interviews or the results of filling out questionnaires distributed to respondents. Measurement of variables, with a Likert scale, the variables to be measured are translated into variable indicators that will be used as the starting point for the preparation of instruments in the form of questions or statements. The provisions for calculating the score 1 (strongly disagree) to 5 (strongly agree).

**Data Analysis Techniques.**The data analysis method used in this research is quantitative methods using Structural Equation Modeling (SEM) with the AMOS program. This model was developed by including the factors that influence employee job satisfaction which are moderating variables, their relationships and the effect of job satisfaction on service quality.

**Validity test.**Validity in research is explained as a degree of accuracy in measuring research tools regarding the actual content or meaning being measured (Umar, 2013: 127). Validity testing is carried out to determine the accuracy and accuracy of measuring instruments to achieve measurement objectives in order to produce reliable measuring instruments. The validity test used factor analysis. In this validity analysis using Confirmatory Factor Analysis (CFA) where this analysis is aimed at confirming the indicator elements that define a factor or a latent construct (Ferdinand, 2016: 8).

**Reliability Test.**That reliability is a measure of the internal consistency of the indicators of a construct which shows the degree to which each indicator indicates a general latent construct/factor. In other words, how specific things help each other

$$(\sum \text{Std. Loading})^2$$



$$\text{Construct-Reliability} = \frac{\sum (\text{Std. Loading})^2}{\sum (\text{Std. Loading})^2 + \sum \epsilon_j}$$

Std. Loading is obtained directly from standardized loading for each indicator (taken from computer calculations, AMOS).

$\epsilon_j$  is the measurement error of each indicator.

The limit value used to assess an acceptable level of reliability is 0.70 (Ferdinand, 2016: 70).

Hypothesis test. This study uses data analysis by SEM (Structure Equational Modeling) using AMOS. Ferdinand (2016: 39-71) explains that the Structural Model is a model regarding the structure of relationships that form or explain causality between factors. To make modeling, the steps that must be taken in using the SEM model. These steps start from: developing theory-based models, developing path diagrams, converting flowcharts, selecting input matrices and estimating techniques for the built model, assessing identification problems, evaluating criteria for goodness-of-fit models, and the last one is interpretation and model modification.

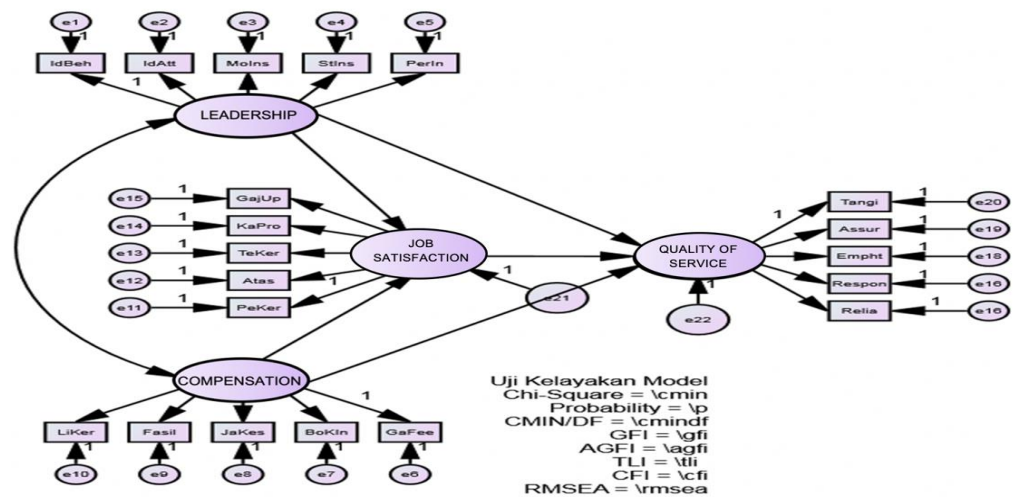


Figure 2. Path Analysis

Table 1. Model Fit Test Criteria

No.	Goodness of Fit Index	Cut-off Value
1.	Significant Probability	> 0.05
<i>Absolute Fit Measures</i>		
2.	Chi-square statistics (X2)	Expected small
3.	RMSEA	≤ 0.08
4.	GFI	≥ 0.90
<i>Incremental Fit Measures</i>		
5.	TLI	≥ 0.90
6.	CFI	≥ 0.90
7.	AGFI	≥ 0.90
<i>Parsimonious Fit Measures</i>		
8.	CMIN / DF	> 2.00

Source: Wijanto (2008) in Hayono and Wardoyo (2012)

## RESULTS AND DISCUSSION

Validity and Reliability Test. The results of the instrument validity test as in Table 4 show that the loading factor value of the indicators used to measure the research construct has a loading factor value greater than 0.40 and indicates that the P value is significant. Thus, these indicators are valid to be used as a measurement of leadership constructs, compensation, job satisfaction, and service quality.

Table 4. Test of construct validity and reliability

Indicator/ Variable	Validity		Reliability	
	Loading Factor	Informatio n	Construct Reliability	Information
<b>Leadership</b>				
Idealized Behavior	0.585	Valid	0.915	Reliable
Idealized Attitude	0.644	Valid		
Inspirational Motivation	0.515	Valid		
Intellectual Stimulation	0.795	Valid		
Individual Considerations	0.799	Valid		
<b>Compensation</b>				
Salary Fee	0.393	Valid	0.846	Reliable
Performance Bonus	0.754	Valid		
Health insurance	0.881	Valid		
Amenities	0.745	Valid		
Work environment	0.670	Valid		
<b>Job satisfaction</b>				
Profession	0.598	Valid	0.890	Reliable
Boss	0.868	Valid		
Co-worker	0.814	Valid		
Career	0.640	Valid		
Salary	0.469	Valid		
<b>Quality of Service</b>				
Reliability	0.601	Valid	0.946	Reliable
Responsibility	0.841	Valid		
Emphaty	0.529	Valid		
Assurance	0.659	Valid		

Source:  
Processed  
Research  
Data (2020)

Reliability  
test was  
carried out  
using the  
construct  
reliability  
criteria.  
Based on  
the  
calculation  
of construct  
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satisfaction and service quality in this study have a value greater than 0.70 so it can be concluded that these indicators are reliable for use in research.

Assumption Testing. The next data test is to analyze the level of normality of the data used in this study. The data normality assumption must be fulfilled so that it can be further processed for SEM modeling. The test results show that a CR value is greater than 2.58 but it is maintained in the model given the strong theoretical support and based on the confirmatory factor analysis, it is valid and reliable. The test for outliers is carried out based on the Mahalanobis index value. Tests to see whether or not outliers are based on the Mahalanobis index using the criteria at p1. That the p1 value is less than 0.001 indicates that the data is an outlier. Based on these criteria, no data are outliers.

Model Accuracy Testing. Based on the model suitability test as in Table 5, the model is quite good. This can be seen from the CMIN / DF, CFI, and IFI values.

Table 5. Model Fit Criteria

Index	Cut off Value	Result	Model Evaluation
<i>Goodness of Fit</i>			
Chi-square (df = 164)	Small	354,965	Not good
CMIN / DF	(<101,879)	2,164	Pretty good
CFI	≤ 2.00	0817	Pretty good
IFI	≥ 0.95	0.822	Pretty good
	≥ 0.95		

Source: Processed Research Data (2020)

Hypothesis Testing Results. The test for this hypothesis is by analyzing the Probability (P value) value of the processed data, with the required statistical limits, which is below 0.10 for the P value. If the processed data shows the required value, the proposed research hypothesis can be accepted. In this test, five hypotheses are proposed, where the discussion of the results of the hypothesis testing is as follows:

Table 6. Hypothesis Testing Results

		Standardized Estimate	CR	P	Information
Job satisfaction	← Leadership	0.491	3,671	0,000	Significant
Job satisfaction	← Compensation	0.486	3,053	0.002	Significant
Quality of service	← Leadership	0.098	0.470	0.638	Not significant
Quality of service	← Compensation	-0,332	-	0.148	Not significant
Quality of service	← Job satisfaction	0.393	1,448	0.193	Not significant

Source; Research Data Processed (2020)

The results of this study for Hypothesis 1 are in accordance with the results of previous studies, as explained by Mehmood et.al (2011), that employees are satisfied with the leadership of managers who have quality leadership and communicate and coordinate effectively with their subordinates (subordinates).

Likewise, research conducted by Nurfaayah (2012) states that leadership has a significant effect on satisfaction, where leadership has a positive and significant effect on employee performance. Also supported by the results of research by Gruenberg (1980) in Ruvendi (2015), it is also found that close and mutual help with colleagues and supervisors is very important and has a strong relationship with job satisfaction and has nothing to do with workplace conditions and types. profession.

Likewise, the results of this study for Hypothesis 2 are in accordance with previous research conducted by Nawab and Bhatti (2011) that the relationship between employee compensation and job satisfaction shows a positive and significant relationship with one another. Likewise, in the theoretical basis, it is stated that workers who get higher awards from their supervisors will feel more satisfied. As the results of research conducted by Yang and Nigel Coates (2010), that the caddy (golf guides) are the main employees who deal directly with customers; In order to increase customer satisfaction that internal service by the caddy and manager can be achieved by increasing the caddy's satisfaction in service, to increase satisfaction, the club provides training caddies, free food and accommodation. For Hypothesis 3, Hypothesis 4, and Hypothesis 5 are not significant, and this is different from the results of previous studies where the results of previous research hypotheses are significant. We can explain this in connection with this research in the field of golf services.

The results of the research in Hypothesis 3 that leadership does not have a significant effect on service quality, if we look at the estimate value of 0.036, which means that the effect is very small, only 3.60%. This can be because leadership shapes employees increase job satisfaction in the company, and this leadership does not have much effect on the quality of service, this is because leaders deal with players when receiving game complaints or greeting when meeting. If we look at Table 3, the highest factor loading value is in individual considerations (0.799). So that in order for leadership to adhere to the quality of service, it is necessary to improve, among others, in teaching and guidance (coaching) to subordinates, developing employee talent,

In Hypothesis 4 where the compensation is not significant to the quality of service where if you see the estimate is -0.257 and P is 0.127 Because the estimate is minus (-), this means that this compensation has no direct effect on service quality. We can examine this in this study, actually the employees are not satisfied with the compensation provided by the company, the compensation they receive is still considered minimal, so that there is no direct effect of compensation given by the company on service quality. The compensation here is the compensation provided by the company to employees, and not the compensation given by the customer to employees. If we look at Table 3 the value of the highest loading factor of the compensation construct in Health Insurance.

For Hypothesis 5, it can be seen that the test results show that job satisfaction does not significantly affect service quality. This is different from the results of previous studies where job satisfaction has a significant effect on service quality. In the results of this study, it can be seen that the estimated value of job satisfaction on service quality is 0.329 and P is 0.160 which means that it does not have a significant effect and the effect is only 32.9% on service quality. In this study it is expected that Job Satisfaction as an intervening variable on service quality, but in this study there is no significant result. It can be observed that in golf service, even though golf caddies / guides have good job satisfaction, they do not significantly affect the way they serve the players. Here we will return to compensation, that the service performed by

the caddy is very dependent on the compensation from the players, where the players who give a satisfactory tip, the caddy also provides a pretty good servant, so the caddy provides good service. in order to get a bigger reward (tip) from the players. Given the fees given by the company are usually far below the fees received by caddy from golf players, and it is no secret in the golf course business. Caddy is very dependent on its income on its customers (golf players). By looking at Table 3, the loading value of the Job Satisfaction construct factor is the supervisor indicator (0.868). So that job satisfaction has an effect on service quality, it is necessary to improve the quality of superiors.

## CONCLUSION

After testing the hypothesis, it can be concluded from the results of this study are as follows: First. Leadership has a significant effect on employee job satisfaction. Employee job satisfaction can be increased by increasing the behavior of leaders who provide exemplary, motivational, intellectual figures and especially pay attention to individual subordinates. Second. Compensation has a significant effect on employee job satisfaction. Job satisfaction will further increase with an increase in compensation, especially health insurance for employees. Third. Leadership does not have a significant effect on service quality. This could be because leadership shapes employees increase job satisfaction in the company, and that leadership does not have much effect on service quality. In order for leadership to affect service quality, it is necessary to increase coaching and assertiveness in leadership. Fourth. Job satisfaction has no significant effect on service quality. The highest loading factor value of the compensation construct in Health Insurance. minus estimate value (-), this means that this compensation has no direct effect on service quality. So that in order for compensation to improve service quality, it is necessary to increase health insurance. Fifth. Job satisfaction has no significant effect on service quality. However, the service quality is based on the players' perceptions of being good, meaning that the caddy provides good service. Job satisfaction has no significant effect on service quality. The highest loading factor value of the compensation construct in Health Insurance. minus estimate value (-), this means that this compensation has no direct effect on service quality. So that in order for compensation to improve service quality, it is necessary to increase health insurance. Fifth. Job satisfaction has no significant effect on service quality. However, the service quality is based on the players' perceptions of being good, meaning that the caddy provides good service. Job satisfaction has no significant effect on service quality. The highest loading factor value of the compensation construct in Health Insurance. minus estimate value (-), this means that this compensation has no direct effect on service quality. So that in order for compensation to improve service quality, it is necessary to increase health insurance. Fifth. Job satisfaction has no significant effect on service quality. However, the service quality is based on the players' perceptions of being good, meaning that the caddy provides good service. This means that this compensation has no direct effect at all on service quality. So that in order for compensation to improve service quality, it is necessary to increase health insurance. Fifth. Job satisfaction has no significant effect on service quality. However, the service quality is based on the players' perceptions of being good, meaning that the caddy provides good service. This means that this compensation has no direct effect at all on service quality. So that in order for

compensation to improve service quality, it is necessary to increase health insurance. Fifth. Job satisfaction has no significant effect on service quality. However, the service quality is based on the players' perceptions of being good, meaning that the caddy provides good service.

### ***Suggestions***

From the research results and conclusions that have been previously described, there are several suggestions that the author can convey regarding the influence of leadership and compensation systems on employee job satisfaction in relation to providing service quality at Sentul Highlands Golf Club:

(1) Leadership can be improved through individual attention. This is because of the 5 dimensions of leadership, individual consideration has the highest factor loading; (2) Employee job satisfaction can be increased through an increase in compensation, especially health insurance, considering the value of the loading factor is the highest; (3) The quality of service should be maintained considering the players considered good. This can be seen from the average score of respondents' answers.

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