

Research Article

The Effect of Leadership Style, Teamwork and Compensation on Work Satisfaction and Its Impact on Employee Performance Andperformance of Aceh Education Office, Province of Aceh, Indonesia

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Abstract: Performance has a positive implication on the quality of life of employees. Based on the Local Government Accountability Report, the performance of the Aceh Education Office has decreased, as evidenced by the decline in absorption of budget that in 2015 by 87% to 85% in 2016. The purpose of this study is to determine the effect of leadership style, teamwork, and compensation on job satisfaction and its impact on employee performance and performance of Aceh Education Office. Using the Slovin formula, the sample size in this study was 206 employees, distributed proportionally to all employees by position. Questionnaires were used to collect data. The data was then analyzed using SEM with the help of AMOS 22.0 program. The results show that leadership style, teamwork, and compensation have a significant effect on job satisfaction, employee performance and performance of Aceh Education Office. Other results show that leadership style, teamwork, and compensation have a significant effect on employee performance and service performance through job satisfaction.

Keywords: leadership style, teamwork, compensation, job satisfaction, employee performance, service performance.

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INTRODUCTION

Human resource is one of beneficial factors in an organization. It is even considered more important than other factors. An organization employs education and training to improve the employees' skill and knowledge in order that the high employees' performance is achieved. It is also expected that high employees' performance can make significant contribution to the performance and progress of the company.

Human resource is a very important matter. Performance has got a positive implication towards the employees' quality of life, because it contributes to the employees' quality of life's improvement. Employees' performance will be improved if it is supported with good performance management system and good and effective career development. In addition, teamwork and employees' participation can help improve officials' performance.

Board of Education of Aceh Province also faces problems regarding employees' performance. According to the Accountability Report of Local Government, there is a decrease on the performance of Board of Education of Aceh Province. It can be seen

from the decrease percentage of absorptive capacity of budget realization.

In 2015, the percentage was as big as 87% and it fell into 85% in 2016. The decrease of absorptive capacity of budget realization is one of indicators of the decreasing performance in Board of Education of Aceh Province caused by several factors as: leadership style, working environment, compensation, working culture, communication, position, employees' nutrition, training, and many more. All of those factors must be interconnected and affecting. Some of those factors are dominant but some others are not in achieving employees' performance both individuals and in the level of board office.

The decrease of performance is influenced by some factors. One of them is work satisfaction. Work satisfaction plays an important role because it can affect the employees' performance. Employees who have high work satisfaction view their job or work as a fun activity. It is different from the employees who have got low work satisfaction since they see their work as boring and tiresome activity so they feel they work in a forced state. If an organization whose major employees have low work satisfaction, such condition will not

benefit the organization. Hence, Board of Education of Aceh Province needs to pay attention to the degree of its employees' work satisfaction by reviewing aspects affecting work satisfaction.

Employees' work satisfaction is affected by many factors. Some of them are: leadership style, teamwork and compensation. These factors can contribute to the low employees' work satisfaction during their work. Low employees' work satisfaction in an organization will affect the employees' performance and weakening of the employees' productivity in providing service to the community.

Some efforts have been conducted to improve the employees' work satisfaction in Board of Education of Aceh Province. One of the efforts is by giving compensation to employees with good job performance. Compensation is something that the employees receive as remuneration for their work. Good compensation is one of important things both for the organization and the employees.

Compensation to employees of Board of Education of Aceh Province is expected to be a supporting factor to the increase of employees' work satisfaction that later can improve the employees' performance quality of Board of Education of Aceh Province. If the compensation is given properly and regularly, the employees' commitment to work better can be achieved so organization's purposes and targets can also be gained. On the contrary, if the compensation to the employees is not given properly, work performance will be decreasing.

Besides compensation, teamwork becomes a factor that needs to be reviewed comprehensively. Teamwork or cooperation in a team becomes a need in achieving successful work result. Teamwork can be a motivating factor which gives energy and synergy to individuals in the team.

Teamwork is implemented into team or commmitte formation upon an event or activity based on Decree of Head of Board. However, employees that are listed on the decree practically often do not work as they should do under some reasons and obstacles. Yet, these employees demand their right for the compensation.

In addition, leadership style is also a contributing factor that can support employees' performance increase. Characteristics of leadership that employees have will impact to the achievement of work performance, because employees have intelligence in solving or finishing their tasks and they also have experience in solving each problem that may appear in the Board of Education of Aceh Province. They can also motivate their team mates.

Leadership style in the Board of Education of Aceh Province is unstable. This is caused by frequent changes of head of division or head of section which also cause to leadership's disturbance in the Board of Education of Aceh Province. The new heads of division and section need time to adapt to the new situation and work environment. In addition, each head of division or section has his or her style which requires employees to adapt to the situation. Some of the new heads of division or section are firm and put results forward. Some others, on the other hand, are easygoing and put process forward.

The three factors (leadership style, teamwork and compensation) are considered to have a relationship with employees' work satisfaction in the Board of Education of Aceh Province that can later influence the work performance. Therefore, this study will review how leadership style, teamwork and compensation influence work satisfaction and its effects to the employees' work performance in the Board of Education of Aceh Province. Board of Education of Aceh Province gives service to the public or community. Indeed, its work performance can be evaluated from how the organization gives its service to the public or community. Whether an organization is successfull or not in achieving its purposes depends on the individuals' success in the organization in performing their tasks.

Based on the background explained previously, the objectives of the study aims are to

1. Analyze whether the leadership style, teamwork, compensation, work satisfaction, employees' performance and performance of Board of Education of Aceh Province are in good condition
2. Analyze the influence of leadership style towards the employees' work satisfaction
3. Analyze the influence of teamwork towards employees' work satisfaction
4. Analyze the influence of compensation towards employees' work satisfaction
5. Analyze the influence of leadership style towards employees' work performance
6. Analyze the influence of teamwork towards employees' work performance
7. Analyze the influence of compensation towards employees' work performance
8. Analyze the influence of leadership style towards the performance
9. Analyze the influence of teamwork towards the performance
10. Analyze the influence of compensation towards the performance
11. Analyze the influence of work satisfaction towards the performance
12. Analyze the influence of work satisfaction towards the performance
13. Analyze the influence of employees' performance towards the performance

14. Analyze the influence of leadership style toward employees' performance of the Board through work satisfaction.
15. Analyze the influence of teamwork toward employees' performance of the Board through work satisfaction.
16. Analyze the influence of compensation toward employees' performance of the Board through work satisfaction.
17. Analyze the influence of leadership style toward the performance of Board of Education of Aceh Province through work satisfaction.
18. Analyze the influence of teamwork toward the performance of the Board through work satisfaction.
19. Analyze the influence of compensation toward the performance of the Board through work satisfaction.

LITERATURE REVIEW

Leadership Style

According to Rivai (2015) in his book "Leadership and Organizational Behavior", leadership is defined in general. It covers a process of affecting or influencing in determining goals of the organization, motivating followers' behavior to reach the goals, influencing its followers' interpretations on their events, organizing and activities to reach targets, maintaining cooperative relationship and group work, and acquiring support and cooperation from people outside the group or organization.

Danim (2012) stated that initially theories of leadership focused on which quality that made a difference on *leaders and followers*, while the next theories paid attention to the other variables such as situational factors and individual skill level.

Teamwork

Musriha (2013) stated that teamwork is when two or more people are interacting and having coordination on their work to achieve common goals. On the other hand, Amirullah (2015) said that teamwork is a very good tool to combine various talents and it can give an innovative solution that makes teamwork is more advantageous than individual work. Teamwork can be a need in achieving performance success and work performance. Teamwork or effective group collaboration can be achieved only if each member has the same commitment. Lack of teamwork can cause unsatisfactory results on the performance and will have an impact to the inhibition of time in completing the work.

Compensation

Compensation is a form of cost incurred by the company in a hope that the company will earn rewards in the form of work performance from its employees (Sofyandi, 2013). Alternatively, Hasibuan (2011:18) said that compensation is a company's remuneration to

its employees in the form of money, goods or enjoyment entitled to the employees based on their work performance. The compensation given is one of the functions of human resources management to attract workforce and at the same time maintain the same workforce. Giving fair compensation is one of important aspects for employees. By giving compensation in accordance with the type of work and employee class/position, it is expected that the employees will be more responsible towards the company.

Work Satisfaction

Work satisfaction is an evaluation from employees on how far their work satisfies their needs. Work satisfaction is a common attitude that is resulted from some special attitudes towards work factors, adaptation, and social individual relationship outside work (Rivai and Mulyadi, 2012). According to Robbins and Judge (2015), work satisfaction is a positive feeling towards work and is resulted from an evaluation of its characteristics. Work satisfaction is defined as a positive attitude regarding employees' adaptation towards work situation or the work itself.

Gkolia *et al.*, (2014) claimed that work satisfaction is an evaluation from someone or an employee in general by accepting or not accepting the work environment. Sarjana (2012) also concluded that work satisfaction refers to general behavior that is resulted from some special attitudes towards work factors, adaptation, and relationship among individuals outside work.

Performance

Rivai (2015) explained that performance or work achievement is a result or someone's overall success rate in a certain period in doing tasks compared to several possibilities, such as work result standard, targets or goals or criteria that have been set and agreed in prior. The definition of performance according to Stephen Robbins, which has been translated by Harbani Pasolong is, "Performance is the result of evaluation towards work that the employees do compared to the criteria that have been set." On the other hand, Moehariono (2012:95) gave his opinion on performance by defining performance as "a representation of the level of achievement on a program or policy implementation in reaching goals, purposes, vision and mission of an organization."

Sedarmayanti (2011:260), alternatively, stated that "Performance means the work result of an employee, a process of management or an organization in general, where the work result must be proved and shown and can be evaluated or measured (compared to the standards that have been set).

Based on the critically review of previous research, it can be formulated research framework as shown on

figure 1 below:

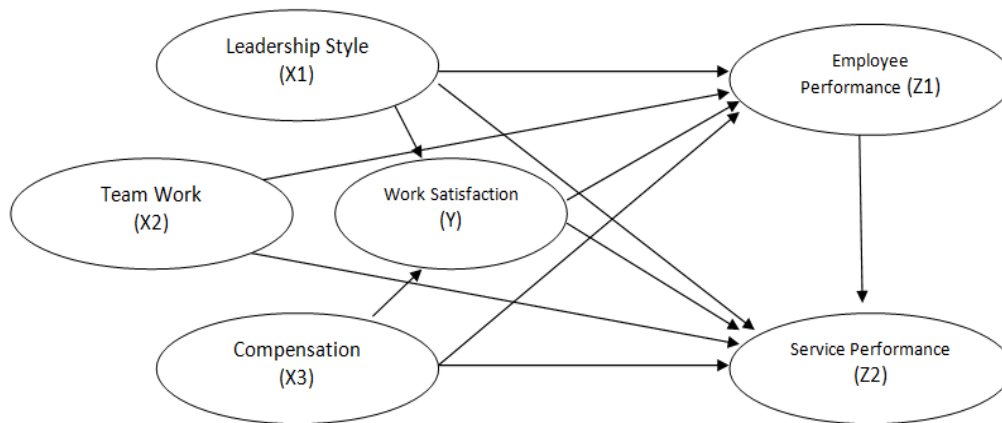


Figure 1. Research Framework

In line with the literature review discussed previously, it can be developed hypotheses as follows:

- H1: Leadership style, teamwork, compensation, work satisfaction, employee performance and the performance of Board are good.
- H2: Leadership style influences significantly toward employees' work satisfaction
- H3: Teamwork influences significantly toward employees' work satisfaction
- H4: Compensation influences significantly toward employees' work satisfaction
- H5: Leadership style influences significantly toward employees' performance
- H6: Teamwork influences significantly toward employees' performance
- H7: Compensation influences significantly toward employees' performance
- H8: Leadership style influences significantly toward the performance
- H9: Teamwork influences significantly towards the performance
- H10: Compensation influences significantly toward the performance
- H11: Work satisfaction influences significantly toward employees' performance
- H12: Work satisfaction influences significantly toward performance
- H13: Employees' performance influences significantly toward performance
- H14: Leadership style influences employees' performance of the Board through work satisfaction.
- H15: Teamwork influences employees' performance of the Board through work satisfaction.

- H16: Compensation influences employees' performance of the Board through work satisfaction.
- H17: Leadership style influences the performance of the Board through work satisfaction.
- H18: Teamwork influences performance of the Board through work satisfaction.
- H19: Compensation influences performance of the Board through work satisfaction.

RESEARCH METHOD

Location of the study

Location of the study is Board of Education of Aceh Province. The study will describe the effect of leadership style, teamwork and compensation to work satisfaction and its impact on employees' performance and performance of Aceh Education Office.

Sampling

There are a total of 421 employees at Aceh Education Office. Since all population has been known, Slovin formula can be used in determining sampling number with error percentage of 5% or e value as much as = 0,05 (Sekaran, 2010). The formula is described as follows;

$$n = N / (1 + Ne^2)$$

$$n = 421 / (1 + 421 \times 0,05^2)$$

$$n = 421 / 2,0525 = 206 \text{ sample}$$

Notes:

- n : number of sample
- N : number of population
- e : percentage of inaccuracy due to sampling error that can be tolerated, as much as 0,05

Based on the calculation above, 206 samples

were distributed proportionally to 5 positions in the Aceh Education Office.

The Structural Equation Modeling (SEM) was used to analyze data. This model is derived from statistic software packet of AMOS 22.0 in the hypothesis model and analysis.

Data Analysis Method

FINDINGS AND DISCUSSIONS

Table 1. Descriptive Analysis Result

Indicators	Average Response Score
Leadership Style	4,25
Teamwork	4,53
Compensation	4,26
Work Satisfaction	4,56
Employee Performance	4,54
Performance of Aceh Education Office	4,19

Source: Primary Data Processing, 2017

As it is seen in Table 1 that average value of respondents' answers toward variables being used in the study such as Leadership Style, Teamwork, Compensation, Work Satisfaction, Employee

Performance and Performance of Aceh Education Office are good. It is clearly shown as average value of respondents' answer is ≥ 4 .

Table 2. Result of *Goodness of Fit*

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	Hasil Analisis	Evaluasi Model
Chi-square	Diharapkan kecil	236.845	<i>Good Fit</i>
Significance probability	≥ 0.05	0,063	<i>Good Fit</i>
CMINDF	≥ 2.00 atau ≤ 3.00	2,332	<i>Good Fit</i>
GFI	$\geq 0.90 < 1$	0,956	<i>Good Fit</i>
AGFI	$\geq 0.90 < 1$	0,942	<i>Good Fit</i>
PGFI	$\geq 0.50 < 1$	0,673	<i>Fit</i>
NFI	$\geq 0.95 < 1$	0,927	<i>Fit</i>
RFI	$\geq 0.95 < 1$	0,963	<i>Good Fit</i>
IFI	Mendekati 1.0	0,951	<i>Good Fit</i>
TLI	$\geq 0.95 < 1$	0,982	<i>Good Fit</i>
CFI	$\geq 0.95 < 1$	0,926	<i>Fit</i>
RMSEA	Antara 0.03 – 0.08	0,055	<i>Fit</i>

Sumber: Data primer, 2017 (diolah)

Based on the result of goodness of fit test above on Table 2 depicted that the model has fulfilled some indicators of goodness of fit so model modification do not need to be done.

After a structural overarching model can be considered fit, the next process is to see if there is a significant effect between exogenous variables, endogenous variables and intervening variables. Here is a table of estimation results of the research model:

Table 3. Result of Model Estimation Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
kepuasan kerja <-- gaya kepemimpinan		,349	,173	3,283	***	par 4
kepuasan kerja <-- kerjasam tim		,527	,336	4,571	***	par 5
kepuasan kerja <-- kompensasi		,563	,570	4,741	,006	par 8
kinerja pegawai <-- kerjasam tim		,509	,656	4,215	,001	par 6
kinerja pegawai <-- gaya kepemimpinan		,444	,065	3,680	***	par 7
kinerja pegawai <-- kompensasi		,380	,232	3,575	***	par 9
kinerja pegawai <-- kepuasan kerja		,504	,056	4,066	***	par 29
kinerja dinas <-- kepuasan kerja		,326	,229	3,114	***	par 34
kinerja dinas <-- kinerja pegawai		,849	2,684	6,689	***	par 35
kinerja dinas <-- gaya kepemimpinan		,449	,346	3,795	***	par 36
kinerja dinas <-- kerjasam tim		,670	6,140	4,809	***	par 37
kinerja dinas <-- kompensasi		,682	1,740	4,991	,007	par 38
GK1 <-- gaya kepemimpinan		1,000				
GK2 <-- gaya kepemimpinan		1,527	,181	8,423	***	par 10
GK3 <-- gaya kepemimpinan		1,619	,187	8,672	***	par 11
GK4 <-- gaya kepemimpinan		1,174	,158	7,410	***	par 12
GK5 <-- gaya kepemimpinan		1,367	,163	8,386	***	par 13
KT1 <-- kerjasam tim		1,000				
KT2 <-- kerjasam tim		3,357	,985	3,407	***	par 14
KT3 <-- kerjasam tim		2,023	,625	3,234	,001	par 15
KT4 <-- kerjasam tim		3,730	1,086	3,436	***	par 16
KT5 <-- kerjasam tim		1,754	,566	3,099	,002	par 17
KM1 <-- kompensasi		1,000				
KM2 <-- kompensasi		2,183	,491	4,445	***	par 18
KM3 <-- kompensasi		2,398	,521	4,600	***	par 19
KM4 <-- kompensasi		2,055	,463	4,439	***	par 20
KM5 <-- kompensasi		2,368	,512	4,623	***	par 21
KK1 <-- kepuasan kerja		1,000				
KK2 <-- kepuasan kerja		,646	,088	7,333	***	par 22
KK3 <-- kepuasan kerja		,679	,109	6,203	***	par 23
KK4 <-- kepuasan kerja		,849	,109	7,811	***	par 24
KK5 <-- kepuasan kerja		,438	,108	4,062	***	par 25
KP1 <-- kinerja pegawai		1,000				
KP2 <-- kinerja pegawai		1,901	,216	8,821	***	par 26
KP3 <-- kinerja pegawai		,894	,156	5,713	***	par 27
KP4 <-- kinerja pegawai		1,933	,219	8,831	***	par 28
KD1 <-- kinerja dinas		1,000				
KD2 <-- kinerja dinas		1,122	,149	7,515	***	par 30
KD3 <-- kinerja dinas		,855	,125	6,834	***	par 31
KD4 <-- kinerja dinas		,935	,136	6,861	***	par 32
KD5 <-- kinerja dinas		,812	,126	6,447	***	par 33

Sumber: Data diolah (2017)

Based on the result of the estimation in prior, answers of hypothesis H2 – H13 can also be estimated as the followings:

- H2 → Leadership style influences significantly towards employees’ work satisfaction of Board of Education of Aceh Province. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 3,283 (CR >1,96). The value of positive estimation is 0,349, which means it has a positive influence. In other words, if the leadership style improves, work satisfaction will improve.
- H3 → Teamwork influences significantly towards employees’ work satisfaction of the Board. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 4,571 (CR >1,96). The value of positive estimation is 0,527, which means it has a positive influence. In conclusion, if teamwork improves, work satisfaction will also improve.
- H4 → Compensation influences significantly towards employees’ work satisfaction of the Board in the Province. It is shown by the probability value of 0,006 (less than 0,05) and the CR value of 4,741 (CR > 1,96). The value of positive estimation is 0,563, which means it gives a positive influence. In other words, if the compensation increases, work satisfaction will also improve.
- H5 → Leadership style influences significantly towards employees’ performance of the Board. It is shown by the probability value of 0,05 (***< 0,05) and the CR value of 3,680 (CR > 1,96). The value of positive estimation is 0,444, which brings

- a positive impact. It also means that if leadership style improves, the employees' performance will also improve.
5. H6 → Teamwork influences significantly towards employees' performance of the Board. It is shown by the probability value of 0,001 (less than 0,05) and CR value of 4,215 (CR > 1,96). The value of positive estimation is 0,509, which means it has a positive influence. In other words, if teamwork improves, employees' performance will also improve.
 6. H7 → Compensation influences significantly towards employees' performance of the Board. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 3,575 (CR > 1,96). The value of positive estimation is 0,380, in which it gives a positive impact. It can also be said that if compensation increases, employees' performance will improve.
 7. H8 → Leadership style influences significantly towards the performance of the Board. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 3,795 (CR > 1,96). The positive estimation value is 0,449, showing that it has a positive influence. In other words, if leadership style improves, the performance of the Board will also improve.
 8. H9 → Teamwork influences significantly towards the performance of the Board. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 4,809 (CR > 1,96). The positive estimation value is 0,670 in which it has a positive influence. In conclusion, if the teamwork improves, the performance of Board of Education

9. H10 → Compensation influences significantly towards the performance of the Board. It is shown by the probability value of less than 0,05 (0,007) and the CR value of 4,991 (CR > 1,96). The value of positive estimation is 0,682 in which it has a positive influence. In other words, if the compensation increases, the performance of Board of Education of Aceh Province will improve.
10. H11 → Work satisfaction influences significantly towards employees' performance. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 4,066 (CR > 1,96). The positive estimation value is 0,504, bringing a positive influence. It can be stated that if work satisfaction improves, employees' performance of the Board will also improve.
11. H12 → Work satisfaction influences significantly towards performance of Board of Education of Aceh Province. It is shown by the probability value of less than 0,05 (***< 0,05) and the CR value of 3,114 (CR > 1,96). The positive estimation value is 0,326, meaning it gives a positive influence. In other words, if work satisfaction improves, the performance of the Board will also enhance.
12. H13 → Employees' performance influences significantly towards performance of the Board. It is because its probability value is less than 0,05 (***< 0,05) and its CR value is 6,689 (CR > 1,96). The positive estimation value is 0,849, which means it gives a positive impact. In conclusion, if the employees' performance improves, the performance of the Board.

Based on the results of the coefficients of the regressions that have been done show the direct effects of the various variables studied, seen in Figure 2 below:

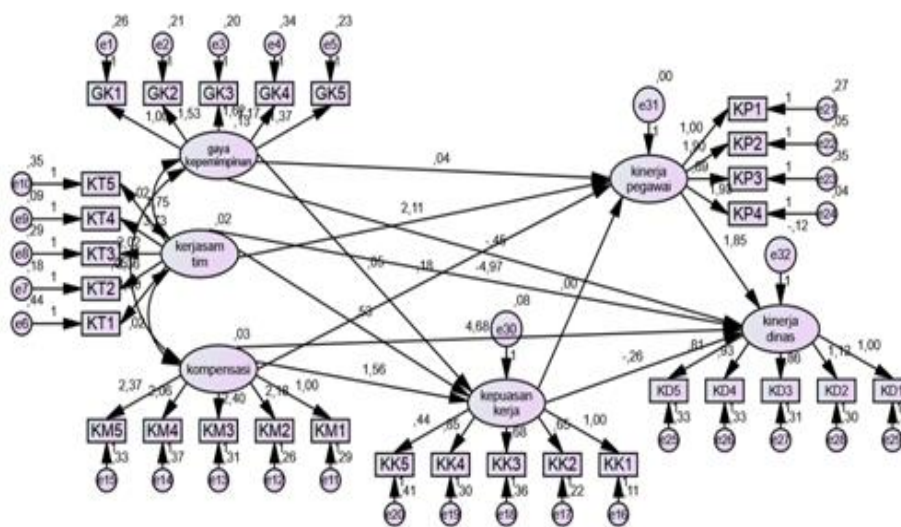


Figure 2. Result of CFA and Loading Factor

It can be seen that the variable of work satisfaction is influenced by the variables of leadership style, teamwork and compensation. The value of R square of work satisfaction variable is 0,865. It means that the variables of leadership style, teamwork and compensation's R value is 86,5%, while the rest is affected by other factors than the variables.

The variable of employees' performance is influenced by work satisfaction, leadership style, teamwork and compensation. The value of R square of employees' performance variable is 0,894. It means that the contribution of such variables as work satisfaction, leadership style, teamwork and compensation towards employees' performance is 89,4%, while the rest is affected by other factors than those variables.

The variable of performance of the Board is influenced by variables of employees' performance, work satisfaction, leadership style, teamwork and compensation. The value of R-square of the variable of employees' performance is 0,910. It means that the contribution of such variables as employees' performance, work satisfaction, leadership style, teamwork and compensation towards performance of the board is 91%, while the rest is influenced by other factors than those variables.

The result of Path Analysis coefficient result can be seen on the output of Standardized Direct Effects, Standardized Indirect Effects, and Standardized Total Effects.

1st Equation of Path Analysis:

$$Y = \rho x1y.X1 + \rho x2y.X2 + \rho x3y.X3 + \epsilon 1$$

$$= 0,249X1 + 0,437X2 + 0,461X3$$

2nd Equation of Path Analysis:

$$Z1 = \rho x1z.X1 + \rho x2z.X2 + \rho x3z.X3 + \rho yz.Y + \epsilon 2$$

$$= 0,364X1 + 0,439X2 + 0,278X3 + 0,487Y$$

3rd Equation of Path Analysis:

$$Z2 = \rho x1z.X1 + \rho x2z.X2 + \rho x3z.X3 + \rho yz.Y + \rho z1z.Z1 + \epsilon 3$$

$$= 0,326X1 + 0,432X2 + 0,512X3 + 0,214Y + 0,675Z1$$

Notes:

- X1 = leadership style
- X2 = teamwork
- X3 = compensation
- Y = work satisfaction
- Z1 = employee performance
- Z2 = board performance
- ε = error (value= 0)

Based on the prior path analysis, it can be derived several outcomes as shown below:

1. H14: Leadership style influences employees' performance of the Board through work satisfaction. The regression coefficient of the direct influence of leadership style towards

employees' performance is 0,364. Meanwhile, the regression coefficient of the indirect influence of leadership style towards employees' performance through work satisfaction is 0,080, and the total influence value is 0,444. By seeing the data, it can be concluded that the indirect influence of leadership style towards employees' performance through work satisfaction is lower than the direct influence of leadership style towards employees' performance.

2. H15: Teamwork influences employees' performance of the Board through work satisfaction. The regression coefficient of direct influence of teamwork towards employees' performance is 0,439. Meanwhile, the regression coefficient of indirect influence of teamwork towards employees' performance through work satisfaction is 0,070, and the total influence is 0,509. It can be concluded that the indirect influence of teamwork towards employees' performance through work satisfaction is lower than the direct influence of teamwork towards employees' performance.
3. H16: Compensation influences employees' performance of the Board through work satisfaction. The regression coefficient of direct influence of compensation towards employees' performance is 0,278, while the regression coefficient of indirect influence of compensation towards employees' performance is 0,102, and the influence is 0,380. With this data, it can be said that the indirect influence of compensation towards employees' performance through work satisfaction is lower than the indirect influence of compensation towards employees' performance.
4. H17: Leadership style influences the performance of the Board through work satisfaction. The regression coefficient of direct influence of leadership style towards performance of the board is 0,326, while the regression coefficient of indirect influence of leadership style towards performance of the board is 0,123, and the total influence is 0,449. This data shows that the indirect influence of leadership style towards performance of the board is lower than the direct influence of leadership style towards performance of the board.
5. H18: Teamwork influences performance of the Board work satisfaction. The regression coefficient of direct influence of teamwork towards the performance of the board is 0,432, while the regression coefficient of indirect influence of teamwork towards performance of the board through work satisfaction is 0,238, and the total influence is 0,670. By seeing the data, it can be concluded that the indirect influence of

teamwork towards performance of the board through work satisfaction is lower than direct influence of teamwork towards performance of the board.

6. H19: Compensation influences performance of the Board through work satisfaction. The regression coefficient of direct influence of compensation towards performance of the board is 0,512, while the regression coefficient of compensation towards performance of the board through work satisfaction is 0,170, and the total influence is

0,682. By seeing the data, it can be said that the indirect influence of compensation towards performance of the board through work satisfaction is lower than the direct influence of compensation towards performance of the board.

To know whether the indirect influence between variables is significant or not, then tested Sobel. The sobel test is used to determine the indirect effect of the mediation variable. To get the value of Sobel then used Calculator Sobel test application.

Table 4. Result Sobel Test

Pengaruh	A	B	SEA	SEB	Hasil Uji Sobel	Keterangan
X1 terhadap Z1 melalui Y	0,444	0,504	0,265	0,315	0,021	signifikan
X2 terhadap Z1 melalui Y	0,509	0,504	0,316	0,315	0,026	signifikan
X3 terhadap Z1 melalui Y	0,380	0,504	0,212	0,315	0,018	signifikan
X1 terhadap Z2 melalui Y	0,449	0,504	0,266	0,315	0,022	signifikan
X2 terhadap Z2 melalui Y	0,670	0,504	0,401	0,315	0,032	signifikan
X3 terhadap Z2 melalui Y	0,682	0,504	0,402	0,315	0,033	signifikan

Based on the Table 4, it can be concluded that:

- The indirect effect of leadership style on employee performance through job satisfaction is significant because of the significance value of 0.021 <0.05. So that job satisfaction variable mediates the influence of leadership style on employee performance.
- Indirect influence of teamwork on employee performance through job satisfaction is significant because of the significance value of 0.026 <0.05. So the job satisfaction variable mediates the influence of teamwork on employee performance.
- The indirect effect of compensation on employee performance through job satisfaction is significant because of the significance value of 0.018 <0.05. So the job satisfaction variable mediates the effect of compensation on employee performance.
- The indirect influence of leadership style on the performance of the service through job satisfaction is significant because of the significance value of 0.022 <0.05. So the variable of job satisfaction mediate the influence of leadership style on the performance of service.
- Indirect influence of teamwork on the performance of the service through job satisfaction is significant because of the significance value of 0.032 <0.05. So that job satisfaction variable mediate influence of team cooperation to performance of service.
- The indirect effect of compensation on employee performance through job satisfaction is significant because of the significance value of 0.033 <0.05.

So the job satisfaction variable mediates the effect of compensation on the performance of the service.

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. Leadership style, teamwork, compensation, work satisfaction, employees' performance, and performance of the Board are in good condition.
2. Leadership style influences significantly toward employees' work satisfaction of the Board. The influence has a positive value. It means that if the leadership style improves, the work satisfaction will also improve.
3. Teamwork influences significantly towards employees' work satisfaction of the Board. The influence has a positive value. It means that if the teamwork improves, the employees' work satisfaction will also improve.
4. Compensation influences significantly towards the employees' work satisfaction. The influence has a positive value. It means that if the compensation increases, the employees' work satisfaction will also improve.
5. Leadership style influences significantly towards employees' performance. The influence has a positive value. It means that if the leadership style improves, the employees' performance will also improve.
6. Teamwork influences significantly towards the employees' performance. The influence has a positive value. It means that if the teamwork

improves, the employees' performance will also improve.

7. Compensation influences significantly towards employees' performance. The influence has a positive value. It means that if the compensation increases, the employees' performance will also increase.
8. Leadership style influences significantly towards performance. The influence has a positive value. It means that if the leadership style improves, the performance of the Board will also improve.
9. Teamwork influences significantly towards performance. The influence has a positive value. It means that if the teamwork improves, the performance of the Board will also improve.
10. Compensation influences significantly toward performance.. It means that if the compensation increases, the performance of the Board will also improve.
11. Work satisfaction influences significantly toward the employees' performance The influence has a positive value. It means that if the work satisfaction improves, the employees' performance of the Board will also improve.
12. Work satisfaction influences significantly toward performance. The influence has a positive value. It means that if the work satisfaction improves, the performance of the Board will also improve.
13. Employees' performance influences significantly toward performance. The influence has a positive value. It means that if the employees' performance improves, the performance of Board will also improve.
14. Leadership style influences significantly towards performance of the Board through work satisfaction. Thus, the variable of work satisfaction mediates the influence of leadership style towards employees' performance.
15. Teamwork influences employees' performance of the Board through work satisfaction. Hence, the variable of work satisfaction mediates the influence of teamwork toward employees' performance.
16. Compensation influences employees' performance of the Board through work satisfaction. In conclusion, the variable of work satisfaction mediates the influence of compensation towards employees' performance.
17. Leadership style influences performance of the Board through work satisfaction. Thus, the variable of work satisfaction mediates the influence of leadership style towards performance of the Board
18. Teamwork influence performance of the Board through work satisfaction. Hence, the variable of work satisfaction mediates the influence of teamwork toward the performance of the Board
19. Compensation influences performance of Board through work satisfaction. In conclusion, the variable of work satisfaction mediates the

influence of compensation towards performance of the Board

Recommendations

1. To improve leadership style, the indicator that a leader or chief in the Board of the Province is should be able to read the situation and condition of his/her employees when working needs to be improved. It is also expected that the leader can build a personal work relationship so it will improve the quality of communication between the leader and his/her employees.
2. To improve teamwork, good cooperation between a leader and his/her employees is an important factor that needs to be improved. It will later improve the performance, both employees' and the board.
3. To increase compensation, the leader needs to pay attention to the indicator that employees feel their health insurance they get has not covered themselves and/ or their family. The Board must pay attention to this matter or even prioritizes it so it will not disturb the employees' performance and the performance of the Board
4. To improve work satisfaction, the leader has to pay attention to the indicator to keep good and warm communication with the employees. Employees who are trusted will be glad doing and/ or finishing the job given to them.
5. To improve the employees' performance, the indicator that employees are fully responsible to their work result needs to be improved as well. Employees with good performance can achieve maximum result that will later improve the performance of the Board
6. To achieve the good quality of board's performance, those five factors need to be improved as well. Thus, the result of this study can be a good feedback and input to the Head of Board, employees and/ or Board of Education of Aceh Province in the effort of performance improvement.

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