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IMPROVING PERFORMANCE THROUGH JOB SATISFACTION, LEADERSHIP, AND COMPENSATION OF AIR FORCE MEMBERS

Yudhistira Pandu Putra[1*], Sunardi[2], Harianto Respati[3]

[1, 2, 3] University of Merdeka Malang

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***Corresponding author:** Yudhistira Pandu Putra
University of Merdeka Malang

Abstract

The objective of this study is to examine the impact of job satisfaction, transformational leadership, and provisions on the performance of Adisutjipto Air Force Base, Yogyakarta members. Human resources play an integral role in organizational prosperity; thus, studying the psychological and administrative aspects that influence their performance is vital. This objective employed a quantitative method with a method of data collection using a census inquiry approach to examine 40 members through questionnaires then analyzed using multiple regression analysis with SPSS 25.0 software. The results indicate that job satisfaction, transformational leadership, and provisions simultaneously and partially hold positive and significant influence on member performance. In addition, job satisfaction was identified as the most dominating variable affecting performance. This implies that members have a high level of productivity, loyalty, and degree of task performance if they feel fairly compensated, be guided task motivationally by their leaders, and in condition with their work. Therefore, this study suggests that creating a motivational-working condition, rewarding on equity, and a leadership model that motivates and invest authority in members affects their performance. This study contributes to the evidence that the HRM theory is supported that integrated forces influencing performance at individual and organizational levels. This study has practical implications, as it gives the strategic framework for the Air Force administration in enhancing the performance and satisfaction of its personnel, hence influencing the organizational productivity.

Keywords: *Job satisfaction, transformational leadership, compensation, performance.*

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1. INTRODUCTION

Human resources are one of the most important and dominant resources in every company, because even with abundant natural resources and sufficient capital, if these cannot be managed with the support of good human resources, the company will not run well. Improving member performance is necessary to maximize the role of the workforce within the company. Human resources are a very important factor that cannot be separated from an organization, whether it is a company or an institution. Additionally, human resources are a key factor influencing a company's development. A company can grow rapidly if it has many competent human resources in their respective fields. Conversely, if the human resources working in a company are not qualified, the company's development will also be hampered (Adha et al., 2019). In improving the revitalization strategy structure in a company, human resources are one of the most strategic and crucial factors in an organization. When compared to other factors, human resources are the most valuable asset. Therefore, to effectively utilize human resources that create competitive advantages, each member is required to possess the expertise to handle every job (Alias & Serang, 2018). Performance is the key to determining whether the set goals are successful. Optimal performance in a company must be supported by the availability of human resources who possess excellence and the ability to handle every event, enabling them to realize their full potential and provide the best for the company (Girsang & Syahrial, 2021). Research on performance can help identify problems that occur, such as a lack of job satisfaction, leadership changes, and inappropriate compensation.

Kawiana (2020) defines member performance as a series of work achievements by individuals or groups of people in business activities, measured in terms of productivity escalation or succession in the field of marketing, in accordance with their authority and responsibilities. According to Busro (2018), performance is the fulfillment of work results by individual members or groups within an organization in line with the authority and responsibilities provided by the organization in order to fulfill the organization's vision and mission by providing expertise, perseverance, independence, and the ability to deal with problems within the legally given time frame and in accordance with morals and ethics. The low performance of members of the Sutjipto Air Base in Yogyakarta is reflected in the decline in the average percentage of budget absorption across almost all work programs of Adi Sutjipto Air Base members, which is likely related to several factors. The first factor that affects member performance is job satisfaction. Job satisfaction is an attitude that members exhibit when they are fully committed to doing their best in all their work. This satisfaction will motivate human resources to work harder, thereby producing satisfactory performance and benefiting the company (Dhani & Surya, 2023). Additionally, job satisfaction is the result of members' perceptions of how well their work meets their expectations of what is important (Hidayat, 2017). In general, job satisfaction is the most important attitude and is often studied.

Job satisfaction is the basis for action. It is explained that individuals with high job satisfaction tend to consider skills, abilities, and efforts to be more decisive in determining what they achieve in life. Meanwhile, individuals who consider their lives to be more determined by external forces, such as fate, destiny, and luck (Yusnaena, 2018). However, job satisfaction also indicates the extent to which individuals believe that behavior is the main factor influencing what happens to them. Factors such as excessive workload, lack of recognition for achievements, and mismatch between expectations and work reality can lead to decreased job satisfaction and impact performance. Recognizing the importance of member job satisfaction, which is closely tied to member work productivity, is crucial. Dissatisfaction is often associated with this (Sutrisno, 2020, p. 77). Satisfaction is a type of member behavior defined as a pleasant experience or positive emotional outcome related to one's work or professional development (Wiliandari, 2019). Organizational clarity and the reward system for Adi Sutjipto Air Base members are among the factors that influence member job satisfaction. This concerns their perceptions of the incentive system, the adequacy of work facilities, and the quality of working relationships with superiors and colleagues. These needs are sources of job satisfaction that need to be better fulfilled. Additionally, the performance appraisal of members at Adi Sutjipto Air Base has not been conducted optimally.

The second factor that can influence member performance is transformational leadership. One leadership style that is recognized as effective in bringing about significant changes to a company is *Transformational Leadership* (Larasati & Susilowati, 2021). *Transformational Leadership* is a leadership approach that has received significant attention in the world of business and management (Sisdiyanto, 2021). Transformational leadership is considered one of the most effective approaches to dealing with challenges such as intense competition, rapid technological change, and increasingly high demands. This leadership style is characterized by the leader's ability to inspire, motivate, and influence members to achieve higher performance than previously thought possible (Budiratmoko & Tajib, 2022). Leaders who adopt this approach tend to encourage positive change, formulate an inspiring vision, and foster the personal and professional development of their members. Member performance refers to the abilities and work results demonstrated by members as they carry out their duties and responsibilities in the workplace. Member performance can be measured based on various criteria, including productivity, efficiency, effectiveness, work quality, initiative, attendance, and contribution to the achievement of organizational goals (Firmansyah & Kurniawan, 2018). Member performance is a key indicator for evaluating the contributions of members to the company's success and development.One of the primary factors that can impact member performance is the use of a transformational leadership style. This leadership approach includes components such as inspiration, motivation, influence, and individual development. Some of the ways transformational leadership affects member performance include high motivation, personal development of members, deep involvement, and stimulation for creative and innovative thinking (Budiratmoko & Tajib, 2022). Through effective transformational leadership, members can feel motivated, enthusiastic, and actively involved in their tasks, which ultimately improves their performance and supports the achievement of overall organizational goals (Arifudin, 2020).

Based on the background and formulation of the problem, the objectives of this study are to describe the job satisfaction, transformational leadership, compensation, and performance of members at the Adi Sutjipto Air Force Base in Yogyakarta**.** To analyze the level of significance of Job Satisfaction, Transformational Leadership, and Compensation simultaneously affecting the performance of members of the Adi Sutjipto Air

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Force Base in Yogyakarta. To analyze the level of significance of Job Satisfaction, Transformational Leadership, and Compensation partially affecting the performance of members of the Adi Sutjipto Air Force Base in Yogyakarta. Analyzing which variables of Job Satisfaction, Transformational Leadership, and Compensation have a dominant effect on the performance of members of the Adi Sutjipto Air Force Base in Yogyakarta.

The expected results of this study are: Practically speaking, this can be used as input for practitioners and the Adi Sutjipto Air Base, enabling them to understand how members feel about the variables of Job Satisfaction, Transformational Leadership, and Compensation in relation to member performance. It can also serve as a reference for taking strategic steps to enhance member performance at Adi Sutjipto Air Base in Yogyakarta**.** To broaden knowledge in the field of human resource management, particularly regarding the influence of Job Satisfaction, Transformational Leadership, and Compensation on the performance of members of the Yogyakarta Air Force Base.As a form of direct application of the theories of Job Satisfaction, Transformational Leadership, Compensation, and Performance of members of the Adi Sutjipto Air Force Base in Yogyakarta, which were obtained during lectures in real field situations and theoretically related to the development of science, particularly related to Job Satisfaction, Transformational Leadership, Compensation, and the performance of members of the Adi Sutjipto Air Force Base in Yogyakarta.

There has been significant development in knowledge, particularly in the field of human resource management, which has recently garnered considerable interest from various circles. Therefore, the results of this study are expected to be used as a reference for the increasingly complex demands of human resource management development as well as a reference for further research, especially on the topics of job satisfaction, transformational leadership, compensation, and performance of members at Adi Sutjipto Air Force Base in Yogyakarta.

2. LITERATURE REVIEW

Performance is the overall result of a person's work during a specific period, encompassing tasks that meet established work performance standards, targets, or criteria agreed upon in advance. However, how can companies develop a plan to improve performance decline? Adhari (2020:77) states that member performance is the result produced by a specific job function or activity within a job during a certain period, indicating the quality and quantity of the work. Rerung (2019:54) states that member performance is behavior produced in tasks that can be observed and evaluated, where member performance is the contribution made by an individual in achieving organizational goals. Sinaga (2020:14) states that performance is the result of a person's job functions or activities within an organization, which are influenced by various factors to achieve organizational goals within a specified period. Hamdiyah (2016:5) states that member performance is work achievement that reflects the comparison between work results and established standards. To achieve optimal member performance, it is necessary to manage human resources related to compensation, work environment, and leadership.

Fadil Sandewa (2018:97) states that performance is the work results that can be achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's objectives legally and without violating the law, as well as in accordance with morals and ethics. From the above definition, researchers conclude that member performance, in a more easily understandable sense, refers to the work results of a member in carrying out the tasks assigned to them to achieve the company's objectives. Job satisfaction is an emotional response to various aspects of work. It is a set of feelings that members have about whether their work is enjoyable or not. It is a general attitude towards a person's work that reflects the disparity between the amount of reward a worker receives and the amount they believe they deserve. Afandi (2018:73).

Job satisfaction is an employee's attitude towards their work, influenced by factors such as the work environment, cooperation among employees, rewards received, and aspects related to physical and psychological well-being. Edy Sutrisno (2019:74). Handoko (2020:193) defines job satisfaction as whether members enjoy their work or not, which is reflected in their behavior towards their work and everything they experience in the work environment. According to Kawiana (2020), job satisfaction is an assessment that describes an individual's feelings of happiness or unhappiness, as well as their level of satisfaction or dissatisfaction with their work. According to Busro (2018), job satisfaction is a comparison between the results obtained and the expected results. The greater the results obtained compared to the expected results, the more satisfied the member is, and vice versa. The smaller the results obtained compared to the expected results, the lower the member's job satisfaction. From the above statements or definitions, researchers can conclude, in a broad sense, that job satisfaction is a positive attitude of workers, encompassing feelings and behaviors in their responses to the work assigned to them.

According to Yukl (cited in Ivansyah, 2019), transformational leadership is a leadership style that appeals to the moral values of followers, aiming to increase their awareness of ethical issues and mobilize their energy and resources to reform institutions. Burn in Ivansyah (2019) states that transformational leadership is a process in which people engage with others and create relationships that increase motivation and morale in leaders and followers. According to Jufrizen (2020), transformational leadership is a type of leadership that unites or motivates followers in the direction of established goals by clarifying roles and task demands. Furthermore, according to Basori (2019), transformational leadership is a type of leadership that inspires followers to transcend their personal interests, which can have a profound impact on them. This type of leader provides individualized intellectual consideration and stimulation and possesses charisma. Transformational leaders devote attention to the concerns and development needs of their individual followers, changing their awareness of issues by helping them see problems in new and more insightful ways. As a result, they can excite, arouse, and inspire followers to make extra efforts to achieve group goals.

From the above statements or definitions, researchers can conclude, in a broad sense, that transformational leadership is a leadership style that appeals to the moral values of followers or members, motivating them to increase their awareness at work. According to Enny (2019:37), compensation can be defined as a form of reward given to members as a form of appreciation for their contributions and work to the organization. Compensation can take the form of direct or indirect financial rewards, and these rewards can also be indirect. According to Akbar *et al*. (2021:125),

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compensation refers to all forms of financial *returns* and benefits that members obtain as part of a membership relationship. According to Ruky (2016:7), compensation is everything that workers receive or enjoy: cash, services, facilities, etc., from the employer as compensation for the services they (the workers) perform.

According to Handoko in Yuritanto et al. (2021), compensation refers to all the benefits that members receive in return for their work. Compensation programs are also important for companies because they reflect the organization's efforts to retain human resources. According to Simamora in Ariadnya et al (2021), compensation affects satisfaction and performance, as feedback that can cause members to adjust their behavior. Based on the above definitions, researchers can conclude that compensation is a crucial management function that organizations must implement in return for the services rendered by their members, based on their contributions and performance within the organization.

3. METHOD

3.1 Scope of Research

The scope of this research covers human resource science, specifically examining the performance of members of the Adi Sutjipto Air Force Base in Yogyakarta, which is influenced by job satisfaction, transformational leadership, and compensation.

3.2 Research Location

This research was conducted at Adi Sutjipto Air Force Base in Yogyakarta. The location was chosen due to the availability of adequate data relevant to the study's issues, accessibility to respondents, and support from relevant parties.

3.3 Type and Source of Data

The type of data used is quantitative data. Quantitative data is questionnaire data that is converted into numbers (Umar, 2003). In the process, the data processing expressed in numbers or figures is then explained and interpreted in the description. The data used in this study are primary and secondary. Primary data were collected by distributing questionnaires to respondents, which included statements provided in advance by the researcher. Meanwhile, the secondary data used to support the primary data were administrative documents obtained from the Adi Sutjipto Air Force Base in Yogyakarta.

3.4 Population

According to Sugiyono (2017: 81), the population is divided into two types: the sampling population, also known as the research population, and the target population. The target population is larger than the sampling population. The sampling population refers to the unit of analysis that provides the information or data required by a study or research. Meanwhile, the target population is all units of analysis within the research area. In this study, the population used was all 40 members of the Adi Sutjipto Air Force Base in Yogyakarta. Sample: In this study, considering the population size was not too large, a census study was employed, involving all 40 members of the Adi Sutjipto Air Force Base in Yogyakarta, who were studied as a whole. Thus, this study is a census study.

3.5 Data Collection Techniques

Data collection is a systematic procedure that serves as the standard for obtaining the data needed for analysis. In this study, the author employed several techniques in accordance with the research design used, as outlined by Sugiyono (2009). Namely, using a questionnaire instrument. A questionnaire is a set of statements compiled to be submitted to respondents. This questionnaire is intended to obtain written information from respondents regarding the research variables. The primary purpose of creating this questionnaire is to gather information that is relevant to the survey objectives and to obtain data with the highest possible reliability and validity.

3.6 Data Analysis Techniques

The method of data analysis employed in this study was descriptive analysis. After all the data have been collected, it will be analyzed using appropriate and easy-to-understand methods so that the raw data collected has meaning and significance in answering the existing problems. The data in question can be analyzed quantitatively using statistical models in the SPSS *(Statistical Package for the Social Sciences)* computer program, version 25.0. Descriptive analysis aims to describe or provide an overview of the phenomenon being studied through sample data as it is, without making conclusions that apply to the general population (Ghozali, 2007). Descriptive analysis is used to describe the variables analyzed based on the respondents' scores on the distributed questionnaire. In this case, the mode and mean scores are used to determine the categories for each variable. Multiple linear regression analysis is used to determine the effect of the independent variable (X) on the dependent variable (Y). The multiple linear regression model used in this study is Ghozali (2007). $Y = \alpha + \square 1X1 + \square 2X2 + \square 3X3 + e$

4. RESULTS AND DISCUSSION

4.1 Results

The profile of the research respondents was grouped according to gender, age, education, and length of service at Adisutjipto Air Force Base in Yogyakarta. This grouping was done to measure the variables of job satisfaction, transformational leadership, compensation, and member performance. This grouping was expected to provide a clear picture of the phenomena measured by the researcher and to reveal the problems that occurred.

Table 1. Gender

No	Gender	Number of Respondents	Percentage
1	Male	30	75
2	Female	10	25%
		40	100

Table 2. Age

No	Age (years)	Number Respondents	Percentage
1	20-30 years	10	25.0
2	31-40 years	5	12.5
3	41-50 years	20	50
4	>50 years old	5	12.5
		40	100%

Table 3. Education

No	Education	Number Respondents	Percentage
1	Bachelor	25	62.5
2	Graduate/Equiva	15	37.5

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	lent		
		40	100

Length of Service, The results of the tabulation according to the length of service of members of Adisutjipto Air Force Base in Yogyakarta are presented in the table below:

Table 4. Respondents based on length of service

No	Length of Service	Number of Respondents	Percentage
1	<1 year	5	12.5
2	1-3 years	15	37.5%
3	3-5 years	15	37.5
4	>5 years	5	12.5
		40	100

Evaluation of the Validity and Reliability of Research Instruments: The items answered by respondents need to be tested to determine whether respondents truly understand the items stated by the researcher. To determine the level of understanding or validity of the respondents' responses to the questionnaire items, a validity test is conducted. Additionally, the researcher aimed to assess the level of consistency in the respondents' answers to the posed questions. To assess the consistency of the respondents' answers to the questionnaire items, a reliability test was conducted. The results of the validity and reliability tests, conducted using SPSS 25.0, are presented below.

Multiple Linear Regression Results, The results of the multiple linear regression analysis between the variables of Job Satisfaction, Transformational Leadership, and Compensation on the performance of members of the Adisutjipto Air Force Base in Yogyakarta are described in the table below: Based on the regression table above, the multiple linear regression equation can be formulated as follows: $Y = C + \beta 1X_1 + \beta 2X2 + \beta 3X3 + e$

The regression constant value of X suggests that the three independent variables (Job Satisfaction, Transformational Leadership, Compensation) are assumed to be constant or equal to 0, suggesting that there is still an effect on performance at Adisutjipto Air Force Base in Yogyakarta. The regression coefficient for the Job Satisfaction variable indicates that it has a positive effect on the performance of members of the Adisutjipto Air Force Base in Yogyakarta. The t-test results show that the probability value of variable X_1 is less than the researcher's error rate of 0.05 or 5%.

The regression coefficient of the Transformational Leadership variable X indicates that Transformational Leadership has a positive effect on the performance of members of the Disutjipto Air Base in Yogyakarta. The t-test results show that the probability value of variable X2 is less than the researcher's error rate of 0.05 or 5%. The regression coefficient of the Compensation variable X shows that compensation has a positive effect on the performance of members of the Adisutjipto Air Force Base in Yogyakarta. The t-test results show that the probability value of variable X3 is less than the researcher's error rate of 0.05 or 5%.

The closeness of the relationship between the independent variables of Job Satisfaction (X_1), Transformational Leadership (X2), and Compensation (X3) with the dependent variable of Performance (Y) can be measured using multiple correlation coefficient analysis. The R value (correlation coefficient) produced by X shows that the correlation between the independent variables (Job Satisfaction, Transformational Leadership, Compensation) and the dependent variable (Performance) is X%. This figure indicates a strong relationship between the independent variables selected by the researcher and the dependent variable.

R^2 (adjusted) value or coefficient of determination of X indicates that Job Satisfaction, Transformational Leadership, and Compensation contribute to performance by X percentage points. At the same time, the remaining X% is not attributed to the independent variables that were not studied.

Hypothesis I Test Results: Hypothesis I in this study was tested using the F-test. The F test was used to determine whether all independent variables had the same effect on the dependent variable. The test was conducted using the F-distribution test, which compares the critical F-value (from the F-table) with the calculated F-value found in the ANOVA table. The F-test is useful for testing whether the variables of Job Satisfaction (X_1), Transformational Leadership (X2), and Compensation (X3) collectively affect member performance (Y).

Hypothesis Test II Results: Hypothesis II in this study was tested using the t-test. The purpose of this test was to determine the individual influence of independent variables on explaining the variation in the dependent variable. The interpretation of the t-test is explained in the following table: The t-value calculated for the job satisfaction variable (X_1) is X, which is positive and significant with a p-value of X < X. This result indicates that job satisfaction has a simultaneous effect on member performance. The t-value calculated for the transformational leadership variable (X2) is X, which is positive with a significance level of X < X. This result shows that transformational leadership has a simultaneous effect on member performance. The calculated t-value produced for the Compensation variable (X3) is X, which is positive with a significance result of X < X. This result shows that compensation has a simultaneous effect on member performance.

Table 5. Hypothesis III Results

No	Independent Variable	Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Results
1	X_1 Satisfaction	Y- Performance a		0.000	0.05	X_1
	Work					influential
						on Y
2	X2 Leadership	Y- Performance a		0.000	0.05	X2

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	Transformational					Influential
						on Y
3	X_3 Compensation	Y- Performance a		0.000	0.05	X_3
						influential
						On Y

By comparing the Unstandardized Coefficients values of variable X (X), which is the largest compared to those of variables X and X, the third hypothesis, which states that X has a greater or dominant influence on member performance, can be proven.

5. Discussion

Job satisfaction is measured by four indicators, namely salary, work, coworkers, and superiors. On the salary indicator, most respondents strongly agree with statement X. On the work indicator, most respondents tend to agree with statement X strongly. On the coworkers indicator, most respondents tend to agree with statement X. On the superiors indicator, most respondents strongly agree with statement X. Transformational leadership is measured by three indicators: charisma, inspirational motivation, and intellectual stimulation. For the charisma indicator, most respondents tended to strongly agree with statement X. For the motivation, inspirational indicator, most respondents tended to agree with statement X. Respondents strongly tended to strongly agree with statement X. And on the intellectual stimulation indicator, most respondents tended to agree with statement X strongly. Compensation is measured by three indicators, namely salary, incentives, and indirect compensation. On the salary indicator, most respondents strongly agree with statement X. On the incentive indicator, most respondents tend to strongly agree with statement X. And on the indirect compensation indicator, most respondents tend to agree with statement X strongly. Member performance is evaluated based on four key indicators: quality, quantity, timeliness, and effectiveness. For the quality indicator, most respondents tend to agree with statement X. For the quantity indicator, most respondents also tend to agree with statement X. For the timeliness indicator, most respondents strongly agree with statement X. And for the effectiveness indicator, most respondents strongly agree with statement X.

Relationship Between Research Variables and Job Satisfaction (X_1): The study's results indicate that the majority of members are satisfied with their work at Adisutjipto Air Base in Yogyakarta. Job satisfaction is important and needs to be considered because it enables each member to perform their work to achieve the expected level of performance. Job satisfaction is influenced and stimulated by factors such as salary, work, coworkers, and superiors. Transformational Leadership (X_2): Transformational leadership is a leadership style that focuses on inspiration, motivation, and the development of individual potential within an organization. Thus, leaders not only give orders but also inspire and motivate members to achieve common goals. The higher the level of transformational leadership applied by a leader, the higher the performance that their members can achieve. Compensation (X3): Compensation refers to any form of reward provided by an organization to its members in recognition of their contributions and efforts. The relationship between compensation and performance is reciprocal, meaning that compensation can affect member performance and, conversely, good performance can also have an impact on increasing compensation. Member Performance (Y): Member performance refers to an individual's performance, which is good if they possess high skills, are willing to work, and are compensated in accordance with agreements, thereby enhancing their future expectations. The results of the descriptive analysis of member performance indicate that responsibility entails members being fully accountable for completing their work. Some explanations about the results of this study compared to previous studies can be concluded that members who have roles and functions in performing work always have quality performance, can always cooperate with other members, and are responsible for carrying out their duties, supported by factors such as job satisfaction, transformational leadership, and compensation.

6. CONCLUSION

This study explains the influence of job satisfaction, transformational leadership, compensation, and member performance at Adisutjipto Air Base in Yogyakarta, with the conclusions and recommendations of the study presented below: Based on the study's objectives, the conclusions of this research are as follows: job satisfaction, transformational leadership, compensation, and member performance can be described in relation to the conditions at Adisutjipto Air Force Base in Yogyakarta, which serves as the background for this study. The results of the study indicate that job satisfaction, transformational leadership, and compensation have a significant simultaneous effect on the performance of members of the Adisutjipto Air Force Base in Yogyakarta. The results of the study show that job satisfaction, transformational leadership, and compensation have a significant partial effect on the performance of members of the Adisutjipto Air Force Base in Yogyakarta. X has a strong and dominant effect on member performance. Employee job satisfaction is essential and needs to be prioritized at Adisutjipto Air Force Base in Yogyakarta. Therefore, employees need to collaborate.

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