

DAFTAR RIWAYAT HIDUP



Biodata

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Status : Menikah
Alamat : Dusun I Desa Mangku Negara Kec. Penukal Kab.
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SD : SDN Mangku Negara (1988-1994)
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Pengalaman:

1. Bendahara Panitia Pemilihan Kecamatan

2. Sekretaris Panitia Pemilihan Kecamatan
3. Operator Keuangan Kantor Camat Penukal Utara
4. Bendahara Kantor Camat Penukal Utara
5. Kassubag Umum Kantor Camat Penukal
6. Kassubag Perencanaan Kantor Camat Penukal Utara
7. Kasi Pemerintahan Kantor Camat Penukal Utara
8. Kepala Bidang Logistik BPBD Kab. PALI
9. Kabid SIAK Dukcapil Kab. PALI
10. Bendahara Damkar Kab. PALI
11. Kassubag Perencanaan Damkar Kab. PALI
12. Sekretaris Camat Penukal Utara
13. Camat Penukal Utara
14. Analis Perencanaan Damkar Kab. PALI

Sertifikat

1. Sertifikat Pelatihan Sistem Informasi Administrasi kependudukan
2. DIKLAT Peningkatan Kapasitas Sekretaris Camat Se-sumatera Selatan Tahun 2015
3. DIKLAT Kepemimpinan Bidang Pemerintahan bagi Sekcam Tahun 2015
4. DIKLAT Peningkatan Kapasitas Camat Se-sumatera Selatan Tahun 2022

The Influence of Leadership and Compensation on Employee Performance in the Tirta Regional Drinking Water Company PALI Awards

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Abstract: *Competition in public service organizations requires management to understand the factors influencing employee performance, particularly in institutions that provide essential services such as PDAM Tirta Anugrah PALI. This study aims to analyze the effect of leadership and compensation on employee performance. A quantitative approach was employed using a census technique involving 80 respondents. Data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS 4.1.1.2 software. The results reveal that both leadership and compensation have a positive and significant effect on employee performance, with an R-square value of 0.679, indicating that 67% of the variation in performance is explained by these two variables. Leadership shows a stronger influence compared to compensation. These findings emphasize that effective leadership—characterized by clear direction, motivation, and support—along with a fair and proportional compensation system, plays a crucial role in enhancing employee productivity and service quality at PDAM. Practically, this study highlights the urgency for improving leadership competence and refining compensation systems as strategic efforts to strengthen employee performance and the quality of public services in the clean water sector.*

Keywords : *Leadership, Compensation, Job Satisfaction, Employee Performance*

1. Introduction

In the development of the modern business world, the role of human resources (HR) is a very important element for the success of the organization. Competent, productive, and quality-oriented human resources play a major role in determining the competitiveness of the company (Martínez et al. 2020). Employee performance is the main indicator for organizational effectiveness and becomes the basis for future evaluation and strategic planning processes (Nurina & Sugeng, 2024). When performance declines, organizations have the potential to face decreased productivity, service quality, and customer satisfaction (Venkatesan & Vishwanathan, 2024).

Studies show that employee performance is often influenced by the precise management of internal organizational factors, including leadership and compensation. Fitri *et al.*, (2023) found that ineffectiveness of leadership styles can lead to decreased work morale, low

initiative, and weakened employee responsibility, which ultimately has an impact on declining service quality. On the other hand, the research of Sutrisno *et al* (2024) emphasizes that good productivity can only be achieved if the organization is able to manage the behavioral and psychological aspects of employees appropriately.

Leadership is the process of influencing and directing the behavior of individuals or groups to achieve organizational goals. Effective leadership is characterized by the leader's ability to provide clear direction, build good communication, provide support, and create harmonious working relationships (Hirdanti & Dharma, 2024). In the context of modern organizations, leadership is not only seen as a structural position, but as the ability to motivate, inspire, and be an example for employees in carrying out their responsibilities. When leaders are able to foster trust and provide the right guidance, employees are more likely to show a higher commitment to work (Mariyanti *et al.* 2020).

However, in various organizational practices, the phenomenon of less effective leadership is still often found, such as the absence of clear direction, lack of responsiveness to employee needs, lack of appreciation for achievements, and weak two-way communication. This condition has an impact on a decrease in morale, reduced initiative, and a decrease in service quality (Paembang *et al.*, 2025). Various studies show inconsistent results; Some studies confirmed the positive influence of leadership on performance, while others found no significant influence. This inconsistency creates a *research gap* that needs to be studied further, especially in public service organizations that have different characteristics than commercial companies, such as PDAMs which are highly dependent on the performance of their human resources in providing services to the community (Husen *et al.*, 2024).

In addition, compensation is a form of appreciation or reward that the organization gives to employees in return for their contributions. Compensation can be in the form of financial such as salaries, bonuses, incentives, and benefits, or non-financial such as recognition, facilities, and career development opportunities (Prabandari *et al.*, 2023). A good compensation system can foster motivation, a sense of appreciation, and increase employee loyalty to the organization. In the context of HR management, compensation functions not only as a tool to meet economic needs, but also as a psychological mechanism that influences employees' attitudes and work behaviors (Pradana *et al.*, 2021).

But in reality, not all organizations are able to provide fair and competitive compensation. The phenomenon of compensation that is not commensurate with the workload, is less transparent, or is not varied often leads to dissatisfaction and decreased motivation. Previous studies have also shown inconsistencies in findings, with a number of studies proving a positive effect of compensation on performance, while others reported no significant association. These differences in results show that there is a *research gap* that indicates that the effect of compensation may depend on organizational characteristics, types of work, and employee perceptions of the fairness of the compensation system. This is an important basis for re-examining the effect of compensation on performance, especially in the context of public organizations such as PDAMs, which have different compensation mechanisms than the private sector (Huzaifah, 2025).

To explain how work goals, motivation, and environmental factors can shape employee performance, this study adopts Goal-Setting Theory and Motivation-Hygiene Theory. The Goal-Setting Theory emphasizes the importance of clear and measurable work goals to encourage employee efforts in achieving optimal results, while the Motivation-Hygiene Theory sees that factors such as leadership and compensation play a role in creating working conditions that can affect employee satisfaction and dissatisfaction. Inaccuracies in managing these two

factors can lead to an imbalance of motivation and a weak drive to achieve work targets (Wehantouw et al. 2022).

However, in practice, many organizations still face obstacles in achieving employee performance that meets expectations despite various managerial aspects that have been implemented. This situation can be seen from the emergence of gaps between organizational targets and the results achieved, such as limited service quality, decreased motivation, and mismatches between employee capacity and job demands. This picture is clearly seen in one of the regional public service agencies engaged in the provision of clean water services (Garaika, 2020).

PDAM Tirta Anugrah PALI faces significant challenges related to the achievement of service targets, where the level of the population served by clean water has only reached 27.41% of the total population of the service area. In addition, the limited form of compensation that is only in the form of basic salary and benefits, without incentives that encourage performance, and leadership that is not fully participatory, indicate the existence of factors that have the potential to cause weak employee performance. This condition reinforces the need for an in-depth analysis of the role of leadership and compensation in improving employee performance at PDAM Tirta Anugrah PALI as a strategic effort to improve the quality of public services.

2. Research Methods

This study uses a quantitative approach to explain the influence of leadership and compensation on employee performance. The quantitative approach was chosen because it was able to produce objective measurements through structured instruments, so that the relationships between variables could be analyzed systematically. Primary data was obtained through the distribution of questionnaires to all employees of PDAM Tirta Anugrah PALI using census techniques, considering that the population is only 80 people so that it is possible to assess the entire population directly. Each variable indicator is formulated based on theory and previous research to guarantee the clarity of the measured construct, while secondary data such as organizational documents are used as complementary and verification materials.

Data analysis was carried out using the Structural Equation Modeling–Partial Least Square (SEM-PLS) approach through SmartPLS software. This approach was chosen because it was able to test the direct relationship between leadership and compensation to performance simultaneously, while remaining optimal for use in a relatively small sample size. Model evaluation was carried out through testing the validity and reliability of the measurement model, followed by structural model testing to see the strength of the relationship between variables through path coefficients, R-Square values, and statistical significance using t-test. With this procedure, the research was able to provide an empirical picture of how leadership and compensation contribute to improving employee performance in the context of public service organizations.

3. Results and Discussion

Results

Evaluation Model Measurement (Outer Model)

Discriminant Validity

Discriminant Validity measurement, each variable can be considered valid based on the Fornell-Lacker Criterion value. The findings of this study, based on the Fornell-Lacker

Criterion value, show that the Fornell-Lacker Criterion value generated by each variable used is greater than 0.7. The following are the results of the Fornell-Lacker Criterion for each variable:

Table 1. Fornell-Lacker Criteria

	Employee Performance	Compensation	Leadership
Employee Performance	0.812		
Compensation	0.709	0.800	
Leadership	0.734	0.536	0.883

Source : 2025 SmartPls 4.1.1.2 processed data

Based on table 1 above, it shows that the value of the *Fornell-Lacker Criteria* is more than 0.7 which is considered valid. On the Leadership variable (X1) is 0.8283, Compensation (X2) is 0.800, and Employee Performance (Y) is 0.812.

Reliability and Validity

Testing reliability done with count mark *Composite Reliability* and *Cronbach's Alpha* for each construction. In general, the value that is considered fulfil condition reliability is >0.70 , although mark between 0.60-0.70 still considered can accepted in context study exploratory. The findings of the research This Also see *Average Variance Extracted (AVE)* value shows that the resulting AVE value every variables used more big from 0.5. Here results test calculations Reliability and Validity:

Table 2. Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
KINKA	0.828	0.833	0.885	0.659
KOMP	0.813	0.823	0.876	0.640
PIM	0.717	0.717	0.876	0.779

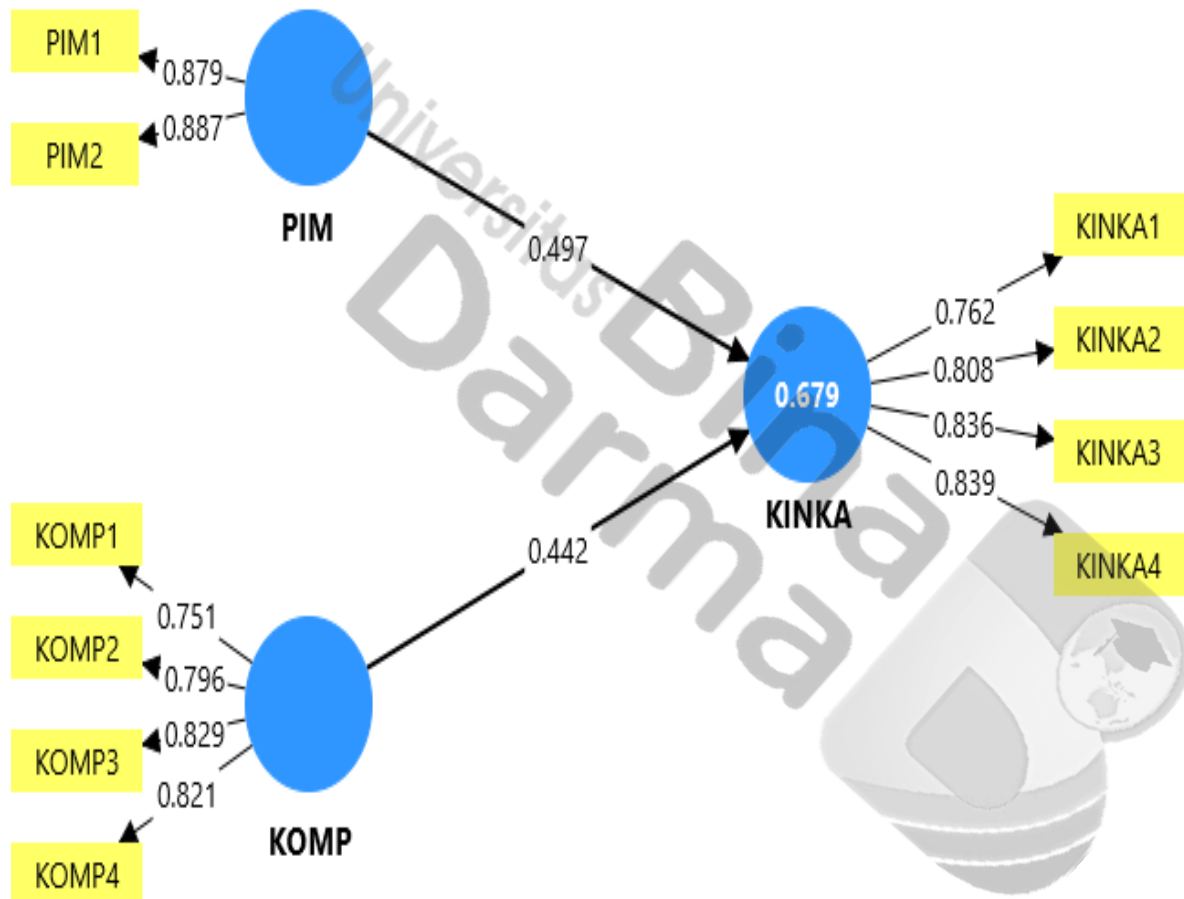
Source : 2025 SmartPls 4.1.1.2 processed data

Based on picture above, can seen that variables Compensation own lowest AVE value of 0.640, while For Leadership variable has highest AVE value of 0.779. Thus, it can be said that the construct in this study has a large value because it has met the requirements of a determinant coefficient of more than 0.50. Overall, the results of *Composite Reliability* and *Cronbach's Alpha* indicate that most of the constructs in the model can be said to be reliable.

Figure 1 is results from "output composite reliability" and "Cronbach's alpha" for every variables latent own number > 0.7 so that Consequences that For all latent variables in testing This have good reliability. Based on the results of the "validity and reliability test" which have been done so stated all measurement models used is "valid and reliable" and to outer model results can seen in Figure 1 which shows description from the results of the outer model which are results testing beginning before done bootstrap in a way overall from all variables. This will also serve as a basis for further testing to answer the research hypothesis. The results

of the influence of each variable will be seen from the research relationship indicated by the arrows for each variable and the variable indicators.

Figure 1. External Model



Source : 2025 SmartPls 4.1.1.2 processed data

Analysis Model Structural (Inner Model)

Evaluation at the final stage can be done in the inner model with How to analyze the results of the PLS and Blindfolding algorithms. Testing the inner model in this study uses R-Square (R²).

Table 3. R-Square Value

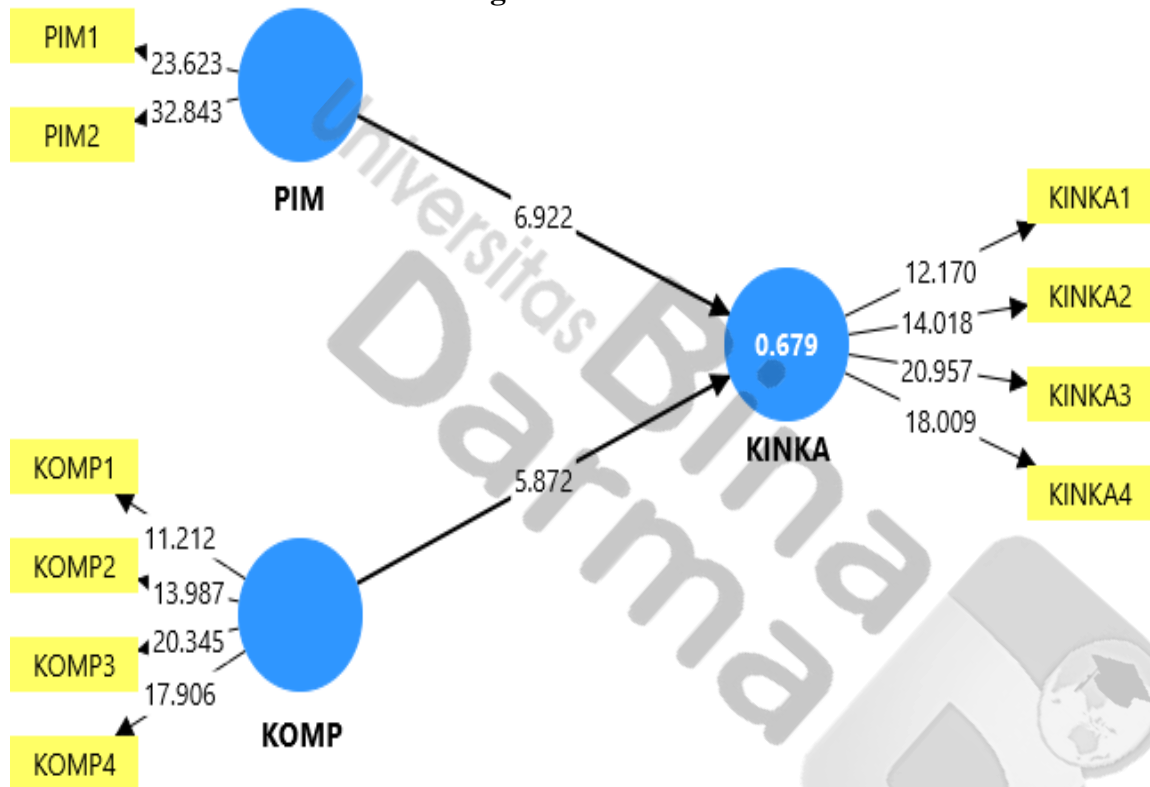
	R-square	R-square adjusted
Employee Performance	0.679	0.670

Source: 2025 SmartPls 4.1.1.2 processed data

In table 3 the R-Square value above shows that the R-Square value for employee performance reaches 0.679, from these results it can be concluded that leadership and compensation provide 67% of consumer purchase interest, while the remaining 37% illustrate

that the influence on employee performance also comes from other variables outside the model. These results show that the model is robust (large).

Figure 2. Inner Model



Source: 2025 SmartPls 4.1.1.2 processed data

Thus, to see the closeness of the relationship between the indicators and their variables, as well as the closeness between the variables themselves, this can be seen based on the T-statistic in the structural model (Figure 2). The higher the T-statistic, the more dominant the indicator is in measuring the variable.

Testing Hypothesis

Table 4. Direct Effect Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Compensation->Employee Performance	0.442	0.450	0.075	5.872	0.000
Leadership -> Employee Performance	0.497	0.499	0.072	6.922	0.000

Source : 2025 SmartPls 4.1.1.2 processed data

The following are the results of the analysis of *the direct effect results* in table 4 above, which can be concluded as follows:

H1: Leadership has a significant impact on employee performance

Based on table 4, it can be seen that the relationship between leadership and employee performance shows a coefficient value of 0.442. The *p-value* of 0.000 is smaller than 0.050, and the statistical T-value of 5.872 is greater than 1.96. These results show that leadership has a positive and significant effect on the performance of PDAM Tirta PALI Anugrah employees.

H2: Compensation has a significant effect on employee performance

Based on table 4, it can be seen that the relationship between compensation and employee performance shows a coefficient value of 0.497. The *p-value* of 0.006 is smaller than 0.000, and the T-statistical value of 6.922 is greater than 1.96. These results show that compensation has a positive and significant effect on the performance of PDAM Tirta PALI Anugrah employees.

3. Discussion

The Influence Of Leadership On Employee Performance

The results of the Hypothesis 1 test show that leadership has a positive and significant effect on the performance of PDAM Tirta Anugrah PALI employees. This is evidenced by a *t-statistic* value greater than 1.96 and a *p-value* below 0.05, so the hypothesis is acceptable. This means that the better the quality of leadership that is applied, the higher the performance produced by employees. These findings indicate that the ability of leaders to provide clear direction, build effective communication, and provide the right motivation is able to encourage employees to work more optimally according to the set targets.

The results of this study are in line with the findings of Nursalim et al. (2024) which show that leadership has a positive and significant effect on employee performance, where leaders who are able to provide clear directions, support the needs of subordinates, and encourage work motivation can increase productivity. This condition is relevant to PDAM Tirta Anugrah PALI, where effective leadership is needed to overcome the challenges of low coverage of clean water services and limited resources, the leadership of PDAM Tirta Anugrah PALI is also able to mobilize the team, build work morale, and ensure that every employee works according to the public service targets that have been set.

Through leadership, where leaders are able to inspire, motivate, and pay attention to the individual needs of employees. Transformational leadership encourages the creation of harmonious relationships between superiors and subordinates, increases commitment, and builds a sense of responsibility for work. With the support and trust of leaders, employees are encouraged to give their best performance.

Goal-Setting *Theory* explains that leadership plays an important role in setting clear, specific, and challenging work goals for employees. When leaders are able to communicate these goals well, employees will have a measurable direction of work and are driven to achieve them. Effective leaders not only set targets, but also ensure the resources, guidance, and feedback needed to support optimal performance achievement.

Based on the motivation-hygiene theory, leadership can be seen as one of the motivating factors that can foster job satisfaction and encourage performance improvement. An effective leader not only serves as a director, but also as a motivator who gives appreciation, recognition,

and attention to the individual needs of employees. This is especially important in PDAM Tirta Anugrah PALI which faces public service challenges with limited resources, so transformational leadership that is able to inspire, motivate, and build harmonious communication is the key to improving performance. With good leadership, employees are encouraged to work optimally, feel valued, and have a higher commitment to achieving organizational targets.

The Effect Of Compensation On Employee Performance

The results of hypothesis 2 testing showed that compensation had a positive and significant effect on the performance of PDAM Tirta Anugrah PALI employees. This significance is evidenced by a *t-statistic* value greater than 1.96 and a *p-value* below 0.05, so the hypothesis is acceptable. This means that the fairer and more appropriate the compensation that employees receive, whether in the form of salaries, allowances, incentives, or facilities, the higher the performance produced. These findings show that appropriate compensation is able to create a sense of appreciation and increase work motivation, so that employees are encouraged to provide optimal work results in support of the company's clean water service targets.

Huzaifah (2025) and Prabandari *et al.*, (2023) who prove that compensation has a positive and significant effect on employee performance. The two studies underline that this condition is relevant to PDAM Tirta Anugrah PALI, where the provision of compensation in accordance with the workload, as well as the existence of an adequate incentive and allowance system, can increase employee morale and productivity. If employees see that their performance improvement is rewarded through decent compensation, they will be encouraged to maintain and improve the quality of work, so that public service targets can be achieved.

In theory, the results of this study can be explained through the *Motivation-Hygiene* theory proposed by Herzberg. In this theory, compensation includes *hygiene* factors that function to prevent job dissatisfaction. While adequate compensation does not necessarily directly increase motivation, inconsistencies or inequities in compensation can decrease job satisfaction and negatively impact performance. By providing fair and decent compensation, organizations can create emotional stability and work comfort for employees, which in turn supports optimal performance.

The Goal-Setting Theory developed by Edwin Locke explains that clear, specific, and challenging goals can improve individual motivation and performance. In the context of PDAM Tirta Anugrah PALI, leaders who are able to set measurable work goals and provide consistent direction will help employees be more focused, directed, and enthusiastic in completing tasks. Leaders who are communicative and firm in conveying organizational goals also encourage the creation of a sense of responsibility and commitment of employees. Thus, in accordance with the Goal-Setting theory, an effective leadership role is an important factor in spurring employee performance to be more optimal in supporting the improvement of the quality of the company's public services.

4. Conclusion

Based on the results of the analysis and discussion that has been carried out, this study proves that leadership, compensation, and job satisfaction have an important role in improving

the performance of PDAM Tirta Anugrah PALI employees, both directly and through mediation relationships. The conclusions per hypothesis are as follows:

1. Leadership has a positive and significant effect on employee performance.
2. Compensation has a positive and significant effect on employee performance.

Suggestion

The management of PDAM Tirta Anugrah PALI needs to improve the quality of leadership through training and development of managerial competencies, improve the compensation system to be more fair and motivating, and create a comfortable work environment to increase employee job satisfaction. This research can be used as a reference for future research by expanding other variables that affect employee performance, such as organizational culture or work commitment, and expanding the research object on public service companies in other regions to strengthen the generalization of research results.

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Lampiran 1 : Tabulasi Data

Variabel Kepemimpinan

PIM1	PIM2	PIM3	PIM4	PIM5
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Variabel Kompensasi

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Variabel Kinerja Karyawan

KINKA1	KINKA2	KINKA3	KINKA4
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Variabel Kepuasan Kerja

KEP1	KEP2	KEP3	KEP4	KEP5
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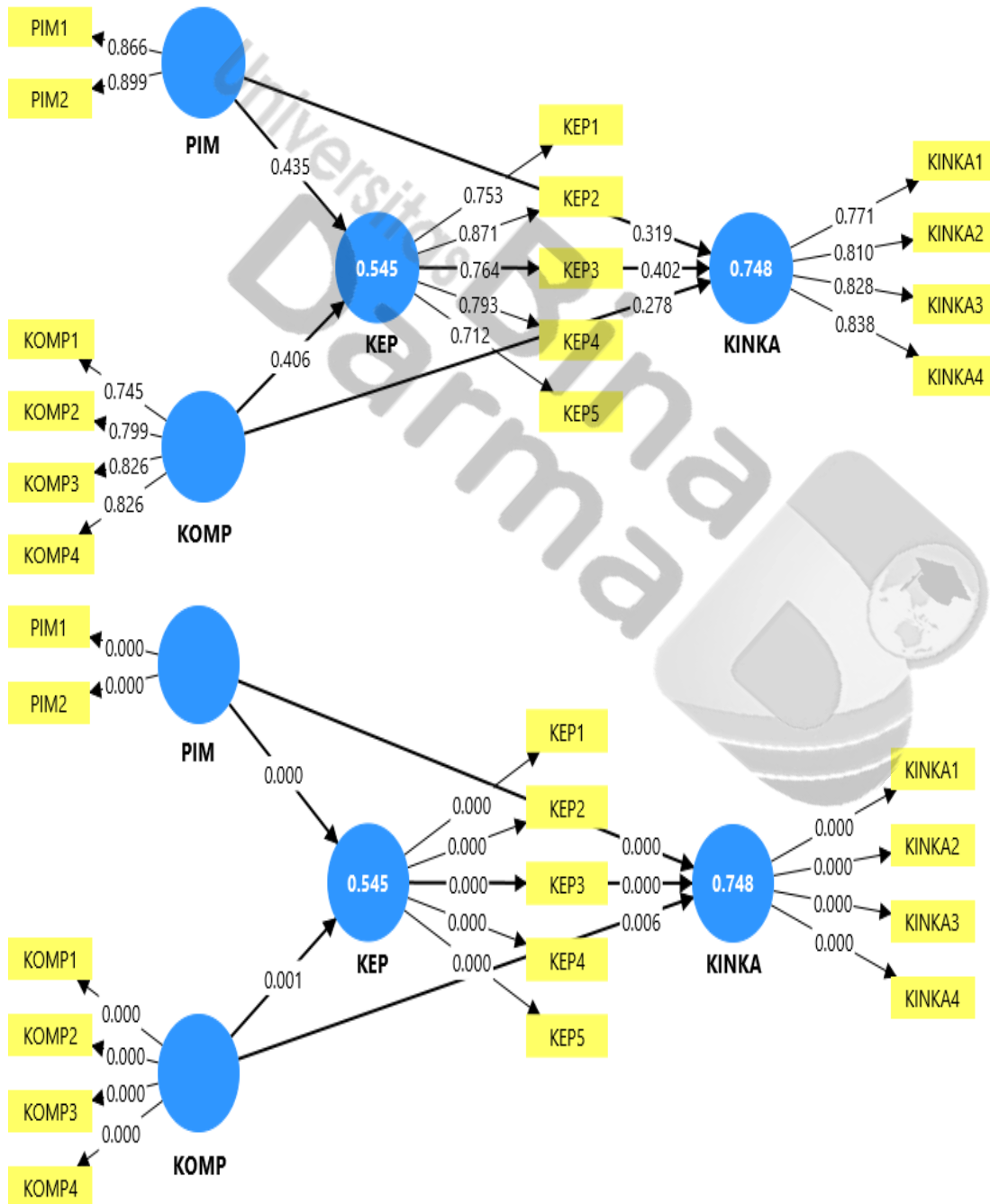
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5	4	5	5	4



Lampiran 2 : Hasil Pengujian Smart PLS



	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Kepemimpinan
Kepuasan Kerja1	0.753			
Kepuasan Kerja2	0.871			
Kepuasan Kerja3	0.764			
Kepuasan Kerja4	0.793			
Kepuasan Kerja5	0.712			
Kinerja Karyawan1		0.771		
Kinerja Karyawan2		0.810		
Kinerja Karyawan3		0.828		
Kinerja Karyawan4		0.838		
Kompensasi1			0.745	
Kompensasi2			0.799	
Kompensasi3			0.826	
Kompensasi4			0.826	
Kepemimpinan1				0.866
Kepemimpinan2				0.899

	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Kepemimpinan
Kepuasan Kerja	0.780			
Kinerja Karyawan	0.789	0.812		
Kompensasi	0.641	0.709	0.800	
Kepemimpinan	0.655	0.733	0.541	0.882

	Composite reliability (rho_a)
Kepemimpinan	0.725
Kompensasi	0.825
Kinerja Karyawan	0.829
Kepuasan Kerja	0.865

	Cronbach's Alpha
Kepemimpinan	0.717
Kompensasi	0.813
Kinerja Karyawan	0.828
Kepuasan Kerja	0.839

	R-square	R-square adjusted
Kinerja Karyawan	0.748	0.738
Kepuasan Kerja	0.545	0.533


	Q-square	Q-square adjusted
Kinerja Karyawan	0.636	Memiliki nilai <i>predictive relevance</i>
Kepuasan Kerja	0.490	Memiliki nilai <i>predictive relevance</i>

	f-square
Kepuasan Kerja -> Kinerja Karyawan	0.292
Kompensasi -> Kepuasan Kerja	0.256
Kompensasi -> Kinerja Karyawan	0.174
Kepemimpinan-> Kepuasan Kerja	0.294
Kepemimpinan-> Kinerja Karyawan	0.221

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Kepemimpinan -> Kinerja Karyawan	0.319	0.319	0.082	3.883	0.000
Kompensasi -> Kinerja Karyawan	0.278	0.273	0.100	2.772	0.006
Kepuasan -> Kinerja Karyawan	0.402	0.411	0.106	3.785	0.000
Kepemimpinan -> Kepuasan Kerja	0.435	0.432	0.105	4.157	0.000
Kompensasi -> Kepuasan Kerja	0.406	0.421	0.117	3.453	0.001

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Kepemimpinan -> Kinerja Karyawan	0.175	0.175	0.055	3.204	0.001
Kompensasi -> Kinerja Karyawan	0.163	0.176	0.076	2.153	0.031

Lampiran 3 : SK Pembimbing


Universitas Bina Darma
PROGRAM PASCASARJANA

SURAT KEPUTUSAN
DIREKTUR PROGRAM PASCASARJANA
NOMOR: 318/SK/PPs-UBD/MM/IV/2025

TENTANG
PEMBIMBING TESIS MAHASISWA
PROGRAM STUDI MANAJEMEN JENJANG STUDI STRATA DUA (S2)
PROGRAM PASCASARJANA UNIVERSITAS BINA DARMA
DIREKTUR PROGRAM PASCASARJANA
UNIVERSITAS BINA DARMA

Menimbang : a. Bahwa mahasiswa semester akhir diharuskan membuat TESIS sebagai salah satu syarat untuk menyelesaikan studi pada Program Pascasarjana Program Studi MANAJEMEN;
b. Bahwa untuk kelancaran pelaksanaan kegiatan dimaksud, dipandang perlu untuk menunjuk Pembimbing TESIS bagi setiap mahasiswa;
c. Bahwa untuk memenuhi butir-butir di atas, perlu diterbitkan Surat Keputusan sebagai landasan hukumnya.

Mengingat : 1. Undang-undang Nomor 20 tahun 2003;
2. Undang-undang Nomor 12 tahun 2012;
3. Peraturan Menteri Pendidikan Nasional Nomor 15 tahun 2005;
4. Surat Keputusan Direktur Jenderal Pendidikan Tinggi Depdiknas;
5. Akte Pendirian Yayasan Nomor 95 tanggal 28 Desember 2003;
6. Statuta Universitas Bina Darma;
7. Surat Keputusan Rektor Universitas Bina Darma Nomor: 078/SK/Univ-BD/VI/2009 tanggal 1 Juni 2009.
8. Surat Keputusan Rektor Universitas Bina Darma Nomor: 0001/SK/Univ-BD/I/2019 tanggal 10 Januari 2019.

MEMUTUSKAN

Menetapkan :
PERTAMA : Menunjuk dan menugaskan saudara:


Dr. Dewi Sartika, S.E., M.Si., Ak.

sebagai Pembimbing dalam penyusunan TESIS bagi mahasiswa dibawah ini:

Nama : MAKAGLANSAR
NIM : 24251014P
Konsentrasi : MANAJEMEN SUMBER DAYA MANUSIA
Judul Tesis : PENGARUH KEPEMIMPINAN DAN KOMPETENSI TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING

KEDUA : Surat Keputusan ini berlaku 6 (enam) bulan sejak tanggal ditetapkan dan apabila dalam waktu tersebut mahasiswa belum menyelesaikan TESIS, maka akan diterbitkan Surat Keputusan Pembimbing yang baru, dengan ketentuan apabila dikemudian hari terdapat kekeliruan dalam penetapan ini, akan diperbaiki sebagaimana mestinya;




KETIGA : Surat Keputusan asli ini diberikan kepada mahasiswa yang bersangkutan untuk dilaksanakan dan diundahkan sebagaimana mestinya.

Ditetapkan di: Palembang
Pada Tanggal: 30 April 2025
Direktur,

Universitas Bina Darma
PROGRAM PASCASARJANA
Prof. Dr. Ir. Achmad Syarifudin, M.Sc.

Tembusan:
1. Pembimbing
2. Arsip

Jl. Jend A. Yani No. 3 Palembang 30264 Indonesia Telp. (+62 711) 515679, 515581, 515582
Fax (+62 711) 515581, 515582 Website www.binadarma.ac.id, e-mail : universitas@mail.binadarma.ac.id

Lampiran 4 : SK Lulus Ujian Tesis

 PROGRAM PASCASARJANA	
SURAT KETERANGAN Nomor : 270/PPs-UBD/MM/VIII/2025	
Direktur Program Pascasarjana Universitas Bina Darma menerangkan bahwa :	
Nama	: MAKAGIANSAR
NIM	: 24251014P
Konsentrasi	: MANAJEMEN SUMBER DAYA MANUSIA
Telah menyelesaikan studinya di Program Pascasarjana Program Studi Manajemen – S2 Universitas Bina Darma dan dinyatakan LULUS pada hari Kamis , tanggal 28 Agustus 2025 dengan tesis berjudul :	
“PENGARUH KEPEMIMPINAN DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PDAM TIRTA ANUGRAH PALI DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING”	
Dan yang bersangkutan juga telah berhak untuk menggunakan gelar akademik Strata – 2 (S2) dengan sebutan MAGISTER MANAJEMEN (M.M) .	
Demikian Surat Keterangan ini dibuat untuk dipergunakan sebagaimana mestinya.	
Dikeluarkan di : Palembang Pada Tanggal : 28 Agustus 2025 Direktur,   PROGRAM PASCASARJANA Prof. Dr. Ir. Achmad Syarifudin, M.Sc.	
Cc. Arsip	
<small>Jl. Jend A. Yani No. 3 Palembang 30264 Indonesia Telp. (+62 711) 515679, 515581, 515582 Fax (+62 711) 515581, 515582 Website www.binadarma.ac.id , e-mail : universitas@mail.binadarma.ac.id</small>	

Lampiran 5 : Lembar Konsultasi

PROGRAM PASCASARJANA
PROGRAM STUDI MANAJEMEN - S2
UNIVERSITAS BINA DARMA



LEMBAR KONSULTASI TESIS

Nama : Maka Glansar
Nim : 24251014P
Konsentrasi : Manajemen Sumber Daya Manusia
Judul : Pengaruh Kepemimpinan dan Kompensasi Terhadap Kinerja Karyawan PDAM Tirta Anugrah PALI Dengan Kepuasan Kerja Sebagai Variabel Intervening
Pembimbing : Dr. Dewi Sartika, S.E., M.Si., Ak

No	Tanggal	Uraian Materi Konsultasi	Paraf
1.	3 Juli 2025	Perbaikan Proposal BAB 1-2 setelah Ujian Proposal	
2.	10 Juli 2025	Diskusi terkait BAB 1-5 draft Tesis (Perbaikan Pemahaman terkait teori yg relevan).	
3.	19 Juli 2025	Perbaikan BAB IV. cara penyajian hasil Penelitian dan Pembahasan	
4.	1 Agustus 2025	Diskusi terkait draft artikel jurnal ilmiah dan turkutin	
5.	8 Agustus 2025	Finishing draft tesis BAB 1-5	
6.	23 Agustus 2025	ACC untuk Ujian Sidang Tesis	

Lampiran 6 : Halaman Persetujuan Ujian Tesis

HALAMAN PERSETUJUAN UJIAN TESIS

Judul Tesis : **PENGARUH KEPEMIMPINAN DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PDAM TIRTA ANUGRAH PALI DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING**

Oleh **MAKA GIANSAR NIM 24251014P** Tesis ini telah disetujui untuk diseminarkan di hadapan Tim Penguji Program Studi Manajemen – S2 Konsentrasi Manajemen Sumber Daya Manusia Program Pascasarjana Universitas Bina Darma.

Palembang, 23 Agustus 2025
Mengetahui,
Ketua Program Studi



Dr. Sulaiman Helmi, S.E., M.M

Pembimbing,



Dr. Dewi Sartika, S.E., M.SI., Ak

Lampiran 7 : Hasil Turnitin Tesis


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Lampiran 8 : Lembar Perbaikan Tesis

	Formulir	Nomor Dok : _____
	Perbaikan Tesis	Nomor Revisi : _____
		Tgl. Berlaku : _____
		Klausa ISO : _____

Nama : MAKAGIANSAR
 NIM : 24251014P
 Konsentrasi : MANAJEMEN SUMBER DAYA MANUSIA
 Judul Tesis : PENGARUH KEPEMIMPINAN DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PDAM TIRTA ANUGRAH PALI DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING
 Dosen Pembimbing : Dr. Dewi Sartika, S.E., M.Si., Ak.
 Tanggal Ujian : 28 Agustus 2025


Telah diperbaiki dan dikonsultasikan dengan Pembimbing/Penguji Tesis.

No.	Nama Dosen Penguji	Tanggal	Tanda Persetujuan
1.	Dr. Dewi Sartika, S.E., M.Si., Ak.	25/11/25	
2.	Dr. Sulaiman Helmi, S.E., M.M.	7/12 2025	
3.	Dr. Trisninawati, S.E., M.M.	20/10 2025	

Palembang, 28 Agustus 2025
 Program Studi Manajemen – S2
 Ketua,

Dr. Sulaiman Helmi, S.E., M.M.

*Nb.
Pembimbing harap memeriksa kembali format dari tesis yang telah diperbaiki dan keabsahan tanda tangan penguji

Lampiran 9 : Lembar Kelayakan Tesis

 ISO 9001 : 2000	FORMULIR Kelayakan Penjilidan	Nomor Dok : _____
		Nomor Revisi : _____
		Tgl. Berlaku : _____
		Klausa ISO : _____

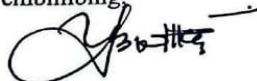
Nama : MAKAGIANSAR
 NIM : 24251014P
 Konsentrasi : MANAJEMEN SUMBER DAYA MANUSIA
 Judul Tesis / GSP : PENGARUH KEPEMIMPINAN DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PDAM TIRTA ANUGRAH PALI DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING
 Dosen Pembimbing : **Dr. Dewi Sartika, S.E., M.Si., Ak.**
 Tanggal Ujian : 28 Agustus 2025

Point Chek:

1. COVER TESIS	
2. HALAMAN DEPAN	
3. HALAMAN PENGESAHAN PEMBIMBING TESIS	
4. HALAMAN PENGESAHAN PENGUJI TESIS	
5. SURAT PERNYATAAN	
6. ABSTRAK (BAHASA INDONESIA)	
7. ABSTRACT (BAHASA INGGRIS)	
8. MOTTO DAN HALAMAN PERSEMBAHAN	
9. KATA PENGANTAR	
10. DAFTAR ISI	
11. DAFTAR TABEL	
12. DAFTAR GAMBAR	
13. DAFTAR LAMPIRAN	
14. ISI TESIS (BAB I S/D BAB VI)	
15. DAFTAR PUSTAKA	
16. DAFTAR RIWAYAT HIDUP	
18. LEMBAR KUISIONER (JIKA ADA)	
19. HASIL PENGOLAHAN DATA (JIKA ADA)	
20. LEMBAR KONSULTASI TESIS & SK PEMBIMBING	
21. LEMBAR PERBAIKAN TESIS	
PUBLIKASI JURNAL INTERNASIONAL/NASIONAL ATAU LOA	

Dengan ini dinyatakan layak untuk di jilid sesuai dengan format yang berlaku dilingkungan Program Pascasarjana Program Studi Magister Manajemen Manajemen Pemasaran Universitas Bina Darma.

Pemeriksa Kelayakan,
Pembimbing,



Dr. Dewi Sartika, S.E., M.Si., Ak.