

The Influence of Leadership Style, Motivation, and Compensation on Employee Performance of PT. Pos Logistics Indonesia

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ABSTRACT--The purpose of this research was to analyze the influence of leadership style, motivation, and compensation on employee performance of PT. Pos Logistics Indonesia. The method used in this study is an explanatory method, by taking a sample from all employees of PT. Pos Logistics Indonesia. This research uses primary data and secondary data. The data analysis method used in this study is Multiple Linear Regression with Ordinary Least Square (OLS) using SPSS 17 Software. The results showed that the leadership style variables has a positive and significant effect on employee performance with a coefficient of 0.270 which means that when the leadership style rises by one unit, the employee's performance will increase by 0.270. Motivation variables have positive and significant effect on employee performance with coefficient of 0.569, which means that when motivation increases by one unit, employee performance will increase by 0.569. Compensation variable has a positive and significant effect on employee performance with a coefficient of 0,261 which means that when compensation increases by one unit, employee performance will increase by 0.261. While simultaneously the leadership style, motivation, and compensation are positively and significantly effect on employees performance of PT. Pos Logistics Indonesia.

Keywords-- Leadership Style, Employee Performance, Compensation, Motivation

I. PRELIMINARY

Every company always expects its company to work efficiently and one way to achieve these expectations is through managing the resources available at the company. Human resources as individuals who play a role in the life of a company's organization, where each individual has different attitudes, personalities, principles, perceptions, goals and motivations. Human resources in the company need to be managed professionally in order to create a balance between the needs and demands and capabilities of the company. The work performance of employee performance is not just a coincidence but many factors affect, including leadership style, motivation and compensation. Leadership style is the norm of behavior used by someone when the person is trying to influence others.

Regina (2010) states that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Leadership style in leading a company greatly influences the organization's

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success in achieving its goals. The right leadership style will also encourage employees to excel. Motivation is the drive effort and desire that exists in each human that activate, energize and redirect the behavior to perform the tasks well within the scope of work (Hakim 2006, in Regina Reza Aditya 2010). Leadership style is an important factor in an organization. Leadership style has a positive and significant influence on employee performance (Kahirizah et al, 2017; Dewi, 2012; Niken, 2010; Yuniarto & Suprianto, 2014). Other studies conducted by Iqbal et al. (2015) also explained that the leadership style had a positive and significant effect on employee performance. However, a different statement is explained by Haq's (2016) study which states that leadership style negatively influences employee performance.

Motivation is a factor whose presence can lead to job satisfaction, and improve employee performance (Umar, 1999). Then Siagian (2002) said that in organizational life, including work life in organizations, the aspect of work motivation absolutely receives serious attention from leaders who are in direct contact with subordinates at work every day. Motivation itself is a reaction that arises from within a person as an encouragement because of external stimuli that influence to meet certain goals (Suranta, 2002).

Motivation acts as an incentive to desire and desire to work according to the desired measurements and limits. With the high motivation will create high employee performance as well. Motivation is a factor that has a positive influence on employee performance (Tampi, 2014; Darmayanti, 2014; Riyadi, 2011; Gultom, 2014; Aruan, 2013; Ali et al, 2016; Shandu et al, 2017). Other research conducted by Yusa & Rananda (2019) also shows that motivation has a positive and significant effect on employee performance.

Every employee in a company has personal interests and goals and to ensure the achievement of alignment between employees and the company, the leader must pay attention through compensation, because compensation is part of a reciprocal relationship between the company and employees. Compensation has a positive influence on employee performance (Setiawan, 2013; Wijaya & Andreani 2015; Nurcahyani & Adnyani, 2016). Research conducted by Dhermawan, (2012) states that compensation for performance shows a positive and significant effect on the environment of the Bali provincial public works office. This means that the increase in compensation will have an impact on improving the performance of its employees and vice versa if the compensation given by the company to employees is not good or bad, the impact that occurs in the company is that employee performance will be low. Departing from the explanation and description in the above problems, the purpose of this study is to analyze the influence of leadership style, motivation, and compensation on the performance of the employees of PT. Pos Logistics Indonesia.

II. RESEARCH METHODS

The method used in this research is an explanatory method, by taking a sample of all employees of PT. Pos Logistics Indonesia. This research used a *random sampling*. In this research the sample was taken from the employees of PT. Pos Logistics Indonesia, amount to 30 people. This research uses primary data and secondary data. The primary data in this research were sourced from direct respondents that are the employees of PT. Pos Logistics Indonesia that related to the influence of leadership style, motivation and compensation on employee performance. While secondary data in this study were obtained from indirect sources by accessing the data through available media in the form of journals, notes, reports and other publications.

The variable in the researcher is composed of dependent and independent variable. The dependent variable (Y) in this study is the performance of the employees of PT. Pos Logistics Indonesia. The independent variables are leadership style (), motivation () and compensation. The data collection methods in this research were observation, documentation and also questionnaires. The questionnaire in this study uses closed questions and uses a likert scale. Data collection obtained by distributing questionnaires to selected respondents. The respondents' answers or questions raised about the influence of leadership style factors (), motivation () and compensation (), on employee performance (Y).

The data analysis method used in this study is Multiple Linear Regression with the method of the rank of ordinary least squares or *Ordinary Least Square* (OLS) using SPSS 17 Software. Multiple linear regression analysis is used if the independent variables are two or more. This analysis aims to determine the factors that affect the export volume of cocoa beans in Indonesia. While the models used in this study are as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i \dots\dots\dots (1)$$

Where:

Y : Employee Performance

β_0 : Interception / constant

X₁ : Leadership Style

X₂ : Motivation

X₃ : Compensation

β_1 ..., β_3 : Slope or direction of the regression line stating the value of Y as a result of change in one unit of X variable,

e_i : The *residual error* variable that represents other factors affects Y but is not included in the model

To obtain the research results that refer to the research hypotheses that have been outlined, a number of tests are carried out to obtain the influence between independent variables on the dependent variable simultaneously (F test) and partially (t test), but before conducting the test some classic assumption tests are carried out to see whether the data used for analysis in this study has a later date or not. The Classic Assumption Test conducted in this study includes the Normality Test, Multicollinearity Test, Heteroscedasticity Test, and the Autocorrelation Test.

III. RESULTS AND DISCUSSION

3.1.1 Results of Multiple Linear Regression Analysis

The statistical calculation in the multiple linear regression analysis used in this research is to use the help of a computer program SPSS for Windows version 17.0. The results of data processing using the SPSS program are presented in table 1 as follows.

Table 1: Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-551	1,465		-.376	.710
	Leadership Style	.270	.152	.259	1,777	.037
	Motivation	.569	.168	.488	3,383	.002
	Compensation	.261	.185	.213	1,412	.017
a. Dependent Variable: Employee Performance						

Source: Primary data processed, 2019

Based on the regression calculation results can be seen that the coefficient of determination (*adjusted R²*) obtained at 0.598. It means that 59,8% of performance can be explained from 3 variables namely leadership style, motivation, and compensation. Whereas 40,2 % is influenced by other variables. The t test was carried out aiming to find out how far an independent variable was individually or partially against the dependent variable. The t-test can be done by comparing the value of the probability of each variable with *alpha* were used. If the probability value is smaller than alpha, it means that the variable has a significant effect. Results of testing the effect of leadership style on performance values obtained $t = 1,777$ with significance 0.037 ($p < 0.05$). With the significance is smaller than 0,05 and the direction of the positive coefficient, it is obtained that Hypothesis 1 is accepted. This means that the leadership style that is higher than the employee will provide performance that is better anyway. The results of testing the effect of motivation on auditor performance obtained t value = 3,383 with a significance of 0.002 ($p < 0.05$). With a significance of less than 0,05 and the direction of the positive coefficient, it is obtained that Hypothesis 2 is accepted. This means that the motivation which is higher than the employee will provide performance that is better anyway. Results of testing the effect of compensation to the performance values obtained $t = 1.412$ with a significance of 0.017 ($p < 0.05$). With a significance of less than 0,05 and the direction of the positive coefficient, it is obtained that Hypothesis 3 is accepted. This means that the compensation that is higher or more obtained from the employee will provide performance that is high anyway.

F test is performed to determine whether all independent variables included in the model have a joint or simultaneous effect on the dependent variable or not. F test can be done by comparing the probability value of F-statistics with *alpha*. If the probability value of F-statistic $< \alpha$ means that the independent variables jointly influence the dependent variable. The results of statistical calculations show the calculated F value = 10,599 with a significance of 0,000. By using a significance limit of 0,05, the significance value obtained is smaller than 0.05. This means that the performance model can be explained from 3 variables namely Leadership Style, Motivation, and Compensation. M aka Hypothesis 4 is accepted. This means that the style of leadership, motivation, and compensation that is higher or more obtained from the employee will provide performance that is high anyway.

3.1.2 Discussion

The Effect of Leadership Style to Performance Employees

The influence of leadership style on performance shows a positive direction. The coefficient value of 0,270 which mean that when the leadership style rises by one unit, the employee's performance will increase by 0.270. The results of this study such conditions indicate that an employee who has a high leadership style towards the company where they work certainly has high attention to the vision, mission

and achievement of organizational goals. The results of this study are in line with Dewi's research (2016) which states that leadership style has a positive and significant influence on employee performance. In addition, another study conducted by Niken (2010) also explained similar results related to leadership style that had a positive and significant effect on employee performance.

The results of this study support the theory put forward by Rivai (2004) that leadership style can be defined as behavior and strategy as a result of a combination of philosophies, skills, traits, and attitudes that are often applied by a leader when he tries to influence the performance of his subordinates. Leadership style according to Masmuh (2010) is the norm of behavior that is used by a person at the time the person is trying to influence the behavior of other people like what he saw. So it can be concluded that the leadership style is an embodiment of the behavior of a leader regarding his ability to lead. The desire to stay with the organization because of the suitability of the organization's values with individual values can encourage them to be able to perform their functions and obligations as a member of the company's organization. A person who has a high leadership style towards the organization will have a greater feeling to make their organization can have excellence. The research result of Budiyo (2018) shows that the leadership has significant effect on the competitiveness.

The leadership style adopted at PT. Pos Logistics Indonesia is a leadership style that is task oriented. *Task-oriented style (task oriented)* is a leadership style that focuses its attention on the task of assigning and structuring tasks. In this case including the division of labor, scheduling, system procedures for implementing instructions and so on, all of which include emphasizing technical aspects or completing work tasks (Soekarso et al, 2010) . Organizational members who fully participate in the work mean that employees pay attention to the interests of the organization in achieving its goals. They become more concerned about effective organizational functions, so that they are more loyal and dedicated in doing work, and try to maintain the behaviors they have in carrying out the work. They will work hard and carry out all of their duties and responsibilities well so that in time they will provide optimal performance.

The Influence of Motivation to Employees Performance

The results of the study indicate that the work motivation variable has a significant effect on performance, with a positive coefficient direction. The coefficient value is 0.569 which means that when motivation increases by one unit, the employee's performance will increase by 0.569. These results provide evidence that the higher the level of work motivation, the greater the employee's performance will be. These results indicate that the variable work motivation has a direct relationship with performance.

If an employee has greater work motivation, employee performance will also move in the same direction. In organizational life, giving encouragement as a form of work motivation to subordinates is important to do to improve employee performance. The results of this study are in line with Tampi's research (2016) which shows that motivation has a positive and significant effect on employee performance. According to Hasibuan (2005), motivation comes from the Latin word *movere* which means encouragement or giving a driving force that creates the excitement of one's work so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction.

Motivation is one of the best tools to improve employee performance. Research conducted by Zameer et al (2014) states there is a motivational effect on employee performance in beverage industry

companies in Pakistan. Companies must motivate employees to provide the best performance. Other research also states that the influence of motivation on employee performance is expected by companies to pay more attention to employee motivation (Aristarini et al, 2014).

The leaders at PT Pos Logistics Indonesia have realized how important the existence of motivation is in their employees so that it will have a positive impact on the employee's performance. Increased motivation continues to be pursued by leaders and managers with a variety of directions that provide encouragement in employees. Motivation is an important variable, which is where motivation needs to get the most attention for the organization in improving the performance of its employees. Work motivation is encouragement or enthusiasm that arises in a person or employee to do something or work, due to external stimulation both from superiors and the work environment, as well as the basis for meeting needs and satisfaction, and fulfilling responsibilities for tasks given and carried out in the organization.

PT. Pos Logistics Indonesia must maintain and even improve the conditions of motivation and employee performance to be very good. This can be achieved in various ways, such as (1) Through Training, sometimes employees feel bored of the routine that is undertaken every day that can cause a decrease in motivation, therefore training or training is needed to improve employee work skills or just training to build employee motivation. (2). Reward for employees who excel, the reward given can be in the form of bonuses or incentives as a form of appreciation from the company for the achievements of the employees so that employees become more motivated to work harder. High motivation of employees will have a positive impact on the company (Lutfi et al, 2014). Automatically good performance will continue to encourage good productivity as well, employees will become excited at work and employees will prefer their work.

The Effect of Compensation to Performance Employees

Hypothesis 3 test results in the study found that compensation owned by employees has a significant effect on employee performance with a positive coefficient direction. Coefficient value of 0,261 which means when compensation increases by one unit, the employee's performance will increase by 0,261. Such conditions indicate that greater and better compensation to employees will provide more performance as well. The results of this research are in line with research conducted by Kasenda (2013) which explains that compensation has a positive and significant effect on employee performance.

Compensation is one way companies can provide in the form of rewards to employees. Compensation can increase or decrease employee performance. Providing compensation to employees needs to get more attention by the company. Compensation must have a strong, correct and fair basis. If compensation is felt to be unfair, it will cause disappointment to employees, so that good employees will leave the company. Therefore, in order to retain good employee, the compensation program is made in such a way that potential employees will feel valued and are willing to stay in the company (Muljani, 2002). Compensation provided to employees aims to be more motivating in improving performance in the company. Descriptive empirically, compensation in this study shows that most employees have received adequate compensation. However, there are still those who state that the compensation they get is still lacking, this is because the needs of each employee are different. Compensation also contains a professional relationship where one of the main objectives of employees working is to get rewards to meet various needs, while on the company side they pay employees so that employees can carry out work in accordance with the wishes and expectations of the company with the main objective being able to advance the company's business.

The research results from Suwati (2013) stated that giving compensation in a timely manner would not result in discipline, morale and employee morale. The company must understand that remuneration will be used by employees and their families to meet their needs, where those needs cannot be postponed, such as food. Compensation policies, both in terms of size, composition, and time of payment, can encourage employee enthusiasm and employee desire to achieve optimal employee performance so as to help realize company goals. It states there is a positive influence between motivations on employee performance.

The research conducted by Dama Yanti et al (2013) states that there is a positive influence between motivation and compensation on employee performance. This explains that compensation from the company should be adjusted to the performance created by the employees. Motivation that is owned should also be able to improve employee performance so that company goals are achieved. The company also has leaders in the company that are compensated and can create good motivation, so company leaders should be able to improve employee performance while working. Employees receive compensation that has been given by the company in accordance with the results of employee performance, and the motivation that employees have should always be present in employees while working so that employee performance will continue to improve and be good.

PT. Pos Logistics Indonesia should properly provide compensation in the form of compensation to employees. Compensation can be in the form of bonuses, rewards and so forth provided to employees. If the services provided from the company to employees are large enough, the manager will easily motivate his subordinates. Motivation is a process that plays a role in the intensity, direction, and duration of the individual's efforts towards achieving the goal. So if an employee considers that the compensation provided by the company is in accordance with what the employee expects, it will be able to motivate employees to improve employee performance.

The Influence of Leadership Style, Motivation and Compensation to Employee Performance

The statistical test results show that the probability value of $F\text{-statistic} < \alpha$ means that the independent variables consisting of leadership style, motivation, and compensation have a significant influence on the dependent variable, namely the employee performance at PT Pos Logistics Indonesia. Kartono (2002), explains that the leadership style of leadership is a way of working and behaving leaders in guiding subordinates to do something. So the leadership style is the nature and behavior of leaders who are applied to subordinates to guide their subordinates in carrying out the work. The research conducted by Fahmi (2009) showed that there is a positive influence between Leadership style variables with employee performance. The better the leadership style that is applied it will encourage the employee to improve his performance.

Motivation questioned how to encourage the work flow of subordinates, so that they would work hard by giving all abilities and skills to realize the company's goals. Many theories that explain the definitions of motivation. Robbin (2002) suggests that motivation is the desire to do as a willingness to increase the high level of effort for organizational goals which is conditioned by the ability of the effort to meet an individual's needs.

The employee performance can be improved through increased compensation and work motivation, because with the compensation given by the company to employees, enthusiasm, willingness, and accuracy of employees at work will be maximized, focused, and disciplined. Employee performance is how much employees contribute to the company including the quantity of *output*, quality of *output*, time period, workplace

attendance and cooperative attitude. So, the effort to improve employee performance at PT. Pos Logistics Indonesia need to pay attention to factors that include leadership style, motivation, and compensation. If employee performance is to be improved, the leadership style, motivation, and compensation must also be improved.

IV. CONCLUSION

Based on the research and discussion above, it can be concluded that the partial of leadership style variable has a positive and significant effect on employee performance. This means that the higher the leadership style of an employee, the higher the employee's performance can be. The coefficient value of the leadership style variable is 0,270 which means that when the leadership style rises by one unit, the employee's performance will increase by 0.270.

The motivation variables have a positive and significant effect on employee performance. This means that the higher motivation of an employee can increase employee performance which is also higher. The motivation coefficient value is 0.569 which means that when motivation increases by one unit, the employee's performance will increase by 0.569.

The Compensation variables have a positive and significant effect on employee performance. This means that the higher the compensation of an employee, the higher the employee's performance will be. The value of the compensation coefficient is 0,261 which means that when compensation increases by one unit, employee performance will increase by 0.261. While simultaneously the leadership style, motivation, and compensation are positively and significantly restricted an employee performance of PT Pos Logistics Indonesia. This means that the higher the leadership style, motivation, and compensation of an employee, the higher the employee's performance can be.

The suggestion that can be conveyed in this research is that the assignment of employees must be created to shape the professional attitude of all employees by considering that acting professionally will increase one's confidence to keep working in accordance with their professions. It needs to form a Leadership and Motivation Style that is able to create professionalism at work.

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