

THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, COMPENSATION, WORK ENVIRONMENT, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract

This research aims to analyze and determine the influence of leadership style, motivation, compensation, work environment and job satisfaction on employee performance at PT. YYY. The population used in this research were employees of PT. YYY. The sampling technique used is non-probability sampling with purposive sampling, namely taking samples with consideration according to the desired criteria. The sample in this research consisted of 105 employees. The data collection technique uses a questionnaire. Based on the results of hypothesis testing data analysis, it shows that leadership style has an effect on employee performance, motivation has no effect on employee performance, compensation has an effect on employee performance, the work environment has an effect on employee performance and job satisfaction has no effect on employee performance..



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INTRODUCTION

Human resources are one of the most important factors for the good functioning of a company. Managers must therefore find the right people to place them in positions where they can be most effective, and develop them so that they contribute to the company's success. Human resources are important because of their positive nature and human dominance in all organizational activities, where humans have a role as determinants, actors, and even planners in achieving company goals as well as determining the development and decline of a business (Jufrizen, 2016) in (Subroto, 2018).)

In the current era, fast food outlets have spread widely and make it easy for people to fulfill their basic needs, one of which is PT. YYY is a company that operates in the manufacturing and distribution of fried chicken , burgers and several other types of fast food.

An employee's performance ultimately depends on themselves, but employee performance can be driven by the company through several factors. One thing that has an influence on employee performance is the style of a leader. According to (Damayanti and Syahrian, 2022) having a leader with the right leadership style makes employees more enthusiastic about improving their performance. On the other hand, when a leader with an inappropriate leadership style performs , employees tend to become lazy, which has an impact on their performance level.

Other factors that can influence employee performance are motivation, compensation, work environment and job satisfaction. According to (Apriliany & Santoso, 2020) motivation is an encouragement to work diligently according to one's duties and responsibilities to achieve company goals. If employees have the drive to work then the company's goals will be achieved, but on the other hand if employees do not feel motivated then their performance will decline and have an impact on the company's progress.

Companies must also provide reasonable and fair compensation. When employees feel

they have been paid fairly, their performance will increase and employees will feel satisfied with their work. On the other hand, if employees feel they are not being given fair compensation for their workload, then employees will feel dissatisfied and their performance will decline. According to (Locke, 2009) in (Mustofa and Muafi, 2021) states that employee job satisfaction depends on the difference between what is achieved and the employee's expectations, employees will feel satisfied if what they receive is higher than their expectations. Employee dissatisfaction occurs if employees feel that what is expected is lower than expected.

Apart from that, the work environment is a factor that influences employee performance . When the work environment is adequate, employees will feel comfortable doing their work so that they can improve employee performance. Based on supporting data on the work environment of PT. YYY has facilities for 6 PCs, 6 laptops and 4 printers. Meanwhile, the total employees at PT. YYY a total of 126 employees. It can be concluded that the total number of employees owned is not commensurate with the facilities provided to employees. This can hinder employee performance and the efficient time provided by the company to complete employee tasks and responsibilities. According to (Afrin et al ., 2023) employee performance will increase when they get friendly colleagues, a comfortable room, adequate facilities. When they don't get it, this will have an impact on employee delays in carrying out tasks which will affect employee performance to decline.

This research is a replication of previous research conducted by (Afrin et al ., 2023) with the title " Investigating the Determinants of Employee Performance for Sustainability: A Study on the Bangladesh Insurance Industry ". The objectives to be achieved from this research are: (1) To determine the influence of leadership style on employee performance at PT. YYY (2) To find out the effect of motivation on employee performance at PT. YYY (3) To determine the effect of

compensation on employee performance at PT. YYY (4) To determine the influence of the work environment on employee performance at PT. YYY (5) To determine the effect of job satisfaction on employee performance at PT. YYY.

According to (Nurjaya et al ., 2020) , leadership style is how a leader influences his group members to develop their leadership style. Meanwhile, according to (Dhiro and Alfiandry, 2021) , leadership style is behavior created by a leader to influence other people so that they can effectively realize and implement the achievement of shared strategic goals. Meanwhile (Rakhma et al ., 2022) , leadership style is fair and principled decision making that shows concern for other people and the wider community and acts ethically in one's personal and professional life. According to (Yandra, 2020) in (Basir et al ., 2023) , leadership style is the activity of influencing and directing the behavior of other people to achieve organizational or collective goals. Meanwhile, according to (Damayanti and Syahrian, 2022) leadership style is the ability to influence people's behavior, for example when they are in a superior, equal or subordinate position in thinking, so that behavior that was originally individual and selfish turns into organizational behavior that understood as an ability.

According to (Azzizah and Gulo, 2020) it is encouragement and efforts to fulfill the needs and goals of each individual, such as: physiological needs, safety at work, good relationships with co-workers, appreciation and developing skills. Meanwhile, according to (Nurjaya and UA, 2020) motivation is the desire and encouragement of employees to successfully carry out the tasks and responsibilities given. Meanwhile, according to motivation (Robbins and Judge 2019, 249) , that is, a process that describes a person's enthusiasm, direction and persistence in achieving a goal.

According to motivation (Sustanti and Widayati, 2020) , namely, a process that describes a person's enthusiasm, direction and perseverance in achieving a goal, this can be

taken from the drive to achieve the goal, work enthusiasm, creativity and the employee's sense of responsibility. Meanwhile, according to (Daft 2016, 552) , motivation refers to the internal and external forces within a person that create enthusiasm and persistence to carry out certain actions.

According to (Khairi and Syahrian, 2022) , compensation is all the rewards an employee receives in the form of salary, incentives, facilities, allowances, etc. for their work at a company or organization. Meanwhile, according to (Pratama et al ., 2021) compensation is a form of consideration to increase employee job satisfaction in the workplace. Meanwhile, according to (Mangkunegara 2022, 83) compensation is payment for services provided by employees.

And according to (Ramadhini and Widayati, 2022) compensation is a reward or income received by an employee as compensation for services provided to the company. Meanwhile, according to (Daft 2016, 424) Compensation refers to all monetary payments and all non-monetary items or benefits used as employee bonuses.

According to (Nugroho, 2022) , the work environment is an environment that influences human conditions such as: air circulation, noise, security and so on. Meanwhile, according to (Sustanti and Widayati, 2020) the work environment is the infrastructure or facilities that exist nearby and can influence employees. According to (Almeyda and Gulo, 2020) the work environment includes everything about an employee that can influence the performance of the tasks they carry out.

According to (Sukmakirana and Nurwanti, 2022) the work environment is the place and atmosphere felt by employees based on supporting facilities in carrying out all activities that help increase employee productivity and job satisfaction. Meanwhile (Natania and Martha, 2023) according to the work environment includes lighting, temperature, space for movement, safety, cleanliness, music and everything that is around the worker and

can influence the employee's performance in the tasks given.

Job satisfaction is not about how hard or well a person works, but how much a person likes a particular job. According to (Mangkunegara 2022, 117) job satisfaction is the idea of supporting or not supporting an employee regarding work and conditions. Meanwhile, according to (Aviari and Syahrian, 2023) job satisfaction is employee evaluation of various aspects of their work, this gives rise to emotional responses in the form of positive or negative emotions which are measured by indicators such as the work itself, salary, promotions, supervision, co-workers.

According to (Khan et al., 2010, 46) in (Liyanwah and Suryawan, 2022) job satisfaction is the extent to which a person is satisfied with the results of their work such as: achievement, responsibility, recognition. Meanwhile, according to (Almeyda and Gulo, 2020), employees' feelings in carrying out the duties and tasks set by the company, the results achieved, and job evaluation. Meanwhile, according to (Azzizah and Gulo, 2020) job satisfaction is an employee's attitude and can be measured from the level of job satisfaction related to the work done, compensation, relationship with superiors and opportunities for advancement.

According to (Al Mehrzi and Sigh, 2018) in (Afrin et al., 2023), performance refers to how well a person performs over a certain period of time compared to many alternatives, such as work standards, goals, or predetermined criteria that are mutually agreed upon. . Meanwhile, according to (Subroto, 2018) employee performance is a result or achievement achieved by an employee within a certain period of time in the work they do, thus enabling the employee to have good performance and contribute to achieving company goals.

Meanwhile, according to (Azzizah and Gulo, 2023) employee performance is the work results they can achieve and can be measured in terms of quantity, quality and accuracy in using their work time in accordance with the tasks and

responsibilities given. And according to (Ramadhini and Widayati, 2022) employee performance is the result of work carried out within a certain time to achieve a purpose or objective. Meanwhile, according to (Khairi and Syahrian, 2022), employee performance, namely, the work results achieved by employees is seen from the employee's thoroughness in completing tasks according to the specified working hours.

RESEARCH METHODS

The form of research used in this research is descriptive and causal research. Descriptive research is research that does not make comparisons of variables with other samples, and looks for relationships between these variables and other variables (Sugiyono 2019, 35). This research uses a form of causality research, namely causality research which is a causal relationship in which there are independent variables which are variables that influence and dependent variables which are variables that are influenced (Sugiyono 2019, 21). The aim of this research is to determine whether there is an influence between the variables leadership X_1 , motivation (X_2), compensation (X_3), work environment (X_4), job satisfaction (X_5) on employee performance variables (y) at PT. YYY.

According to (Sugiono 2019, 126) states that, population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. According to (Sugiyono 2019, 127) states that the sample is part of the number and characteristics of the population. In this study, the sample to be studied was 105 employees at PT.YYY.

The sampling technique in this research used a nonprobability technique sampling with purposive sampling technique. According to (Sugiyono 2019, 131) nonprobability sampling is a sampling technique that does not provide the same chance or opportunity to all elements or members of the population being sampled. Meanwhile, according to (Sugiyono 2019, 133)

purposive sampling is a sampling technique with certain considerations.

This research uses a Likert scale to measure the variables. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono 2019, 146). The Likert scale used in this research is a 5 point scale.

Operational Definition of Variables

Leadership Style (X1) Leadership style is a leader's way of acting to influence and direct employees and make decisions ethically in order to achieve organizational goals and the ability to influence employees.

Motivation (X2) is a force that influences an employee's performance internally and externally to achieve goals. This can be encouraged by good relationships with co-workers, giving responsibility and a good work environment.

Compensation (X3) compensation is the income received by employees for the work they provide to the company in the form of salaries, incentives, facilities, allowances, etc. to increase employee satisfaction.

Work Environment (X4) includes facilities around employees that can increase productivity, such as cleanliness, lighting, comfortable space, temperature and so on.

Job Satisfaction (X5) job satisfaction describes how an employee feels about his or her performance and how satisfied a person is with his or her job, this can be measured from the work given, opportunities for advancement, and relationships with superiors and co-workers.

Employee Performance (Y) employee performance, namely, the work results achieved by a person who are assessed based on the employee's accuracy in completing tasks to achieve a company goal.

Table 1
Variables and Indicators

| No | Variable | Indicator |
|----|------------------------------------|--|
| 1. | Employee performance (y) | 1. Individual 2. Psychology 3. Organization |
| 2. | Leadership style (X ₁) | 1. The way the leader acts 2. Have a strong goal 3. Have ethical and moral leadership qualities 4. Have a collective sense of mission |
| 3. | Motivation (X ₂) | 1. Principle of participation 2. The principle of recognition 3. The principle of delegated authority 4. The principle of caring for each other |
| 4. | Compensation (X ₃) | 1. Payout rate 2. Payment structure 3. Individual cost determinants 4. Control payments |
| 5. | Work environment (X ₄) | 1. Noise in the workplace 2. Decoration at work 3. Mechanical vibrations in the workplace 4. Workplace lighting |
| 6. | Job satisfaction (X ₅) | 1. The work itself 2. Chance 3. Salary |

RESULTS AND DISCUSSION

The following are the characteristics of respondents obtained from the sample in this study, namely 105 respondents. The characteristics of respondents obtained include gender, age, work unit, length of time worked.

Table 2
Respondent Characteristics

| Variable | Classification | Amount |
|----------|----------------|--------|
| Gender | Man | 47 |
| | Woman | 58 |
| Age | 21-30 Years | 39 |
| | 31-40 Years | 37 |
| | 41-50 Years | 18 |

| | | |
|--------------|-------------|----|
| | > 50 Years | 3 |
| Work unit | Marketing | 7 |
| | Operational | 52 |
| | Production | 15 |
| | Finance | 9 |
| | HRD&GA | 17 |
| | B&D | 5 |
| Time Working | < 1 Year | 15 |
| | 1-4 Years | 47 |
| | > 5 Years | 43 |

Source: Statistical Processing Results

Based on table 2, it can be explained that gender at PT. The most YYY were men with a frequency of 47 people. For the average age at PT. YYY, namely, 21-30 years old with a total

Validity Test with Convergent Validity

of 39 people. The average work unit is the operational division with a total of 52 people. And the average length of time working with a time range of 1-4 years is 47 people

Table 3
Outer Loading Convergent Validity

| Variable | Measurement Items | Outer Loading |
|----------------------|-------------------|---------------|
| Leadership Style | LS1 | 0.836 |
| | LS2 | 0.816 |
| | LS3 | 0.896 |
| | LS4 | 0.815 |
| Motivation | M1 | 0.798 |
| | M2 | 0.756 |
| | M3 | 0.892 |
| | M4 | 0.801 |
| Compensation | C1 | 0.866 |
| | C2 | 0.894 |
| | C3 | 0.906 |
| Work environment | WE1 | 0.879 |
| | WE2 | 0.836 |
| | WE3 | 0.873 |
| Job satisfaction | JS1 | 0.780 |
| | JS2 | 0.808 |
| | JS3 | 0.827 |
| Employee performance | EP1 | 0.879 |
| | EP2 | 0.917 |
| | EP3 | 0.920 |

Source: SEM-PLS Processing Results

The factor loading value can be said to be convergently valid if the value is above >0.6 then , based on table 3 it can be concluded that: for the question items in the table above it is

declared convergently valid. With the highest score of 0.920 on *employee performance item 3* and the lowest score of 0.756 on *motivation item 2*.

Validity Test with Discriminant Validity

Table 4
Fornell Lacker Criteria

| | C | E.P | JS | L.S | m | WE |
|-----|-------|-------|-------|-------|-------|-------|
| C | 0.791 | | | | | |
| E.P | 0.695 | 0.905 | | | | |
| JS | 0.294 | 0.145 | 0.805 | | | |
| L.S | 0.580 | 0.333 | 0.137 | 0.841 | | |
| m | 0.227 | 0.151 | 0.165 | 0.314 | 0.813 | |
| WE | 0.526 | 0.536 | 0.067 | 0.710 | 0.191 | 0.768 |

Source: SEM-PLS Processing Results

Based on table 4 above, you can see the results for each construct or variable, namely for the *Compensation variable* = 0.791, the *Employee Performance variable* = 0.905, the

Job Satisfaction variable = 0.805, the *Leadership Style variable* = 0.841, the *Motivation variable* = 0.813, the *Work Environment variable* = 0.768.

Reliability Test

Table 5
Cronbach's Alpha and Composite Reliability

| | Cronbach's alpha | Composite reliability |
|-----|------------------|-----------------------|
| C | 0.781 | 0.879 |
| E.P | 0.890 | 0.891 |
| JS | 0.756 | 0.811 |
| L.S | 0.864 | 0.890 |
| m | 0.836 | 0.875 |
| WE | 0.756 | 0.867 |

Source: SEM-PLS Processing Results

According to (Hair 2021, 77) explains that in the reliability test, the *Cronbach's Alpha value* and the *Composite Reliability value* are considered reliable if the value is above 0.6 or 0.7. In the table above it can be concluded that all variables have values above 0.7, with the highest *Cronbach's Alpha value* of 0.890 for the *employee performance variable* and the lowest

value of 0.756 for the *job satisfaction and work environment variables*. Then the *Composite Reliability value* for all variables has a value above 0.7, with the highest *Composite Reliability value* of 0.891 for the *employee performance variable* and the lowest value with a value of 0.811 for the *job satisfaction variable*.

Path Coefficient Test (R-Square)

Table 6
R-Square

| | R-square | R-square adjusted |
|-----|----------|-------------------|
| E.P | 0.590 | 0.569 |

Source: SEM-PLS Processing Results

According to (Ghozali 2020, 80) an R-Square value above 0.70 means that the dependent variable can be explained by the independent variable. Values above 0.75 are considered to have a strong relationship, values

below 0.25 are considered to have a weak relationship, while values between 0.25-0.75 have a moderate or medium relationship. Table 4.7 explains that the R-qs quare value of the employee performance variable is 0.590, this

indicates that the variables are leadership style (X_1), motivation (X_2), compensation (X_3), work environment (X_4), job satisfaction (X_5)

Coefficient Determination Test (Q2)

Table 7
Q-Square

| | Q ² predict |
|-----|------------------------|
| EP1 | 0.376 |
| EP2 | 0.419 |
| EP3 | 0.362 |

Source: SEM-PLS Processing Results

in explaining employee performance variables (y) of 59.0 %. So it can be concluded that the model has a moderate or moderate relationship.

According to (Ghozali 2020, 82) a q-square value >0 indicates that the model from variables and data predicts well, while a q-square value <0 indicates that the model from variables and data does not predict well. In table 4.8 it can be concluded that the Q-Square value is above 0, which means that the variables and data predict well.

Hypothesis testing

Table 8
Path Coefficient

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|----------|---------------------|-----------------|----------------------------|--------------------------|----------|
| LS -> EP | -0.393 | -0.348 | 0.165 | 2,387 | 0.017 |
| M -> EP | 0.039 | 0.058 | 0.087 | 0.449 | 0.654 |
| C -> EP | 0.691 | 0.683 | 0.112 | 6,179 | 0,000 |
| WE -> EP | 0.448 | 0.409 | 0.178 | 2,516 | 0.012 |
| JS -> EP | -0.041 | -0.017 | 0.079 | 0.522 | 0.602 |

Source: SEM-PLS Processing Results

Information:

LS = Leadership Style

M = Motivation

C = Compensation

WE = Work Environment

JS = Job Satisfaction

EP = Employee Performance

Based on table 8, it can be concluded that, for the variable LS or leadership style it influences EP or employee performance with a

p-value of 0.0017, for the variable Motivation or motivation it does not affect EP or employee performance with a p-value of 0.654, for variable C or compensation it influences EP or employee performance has a p-value of 0.000, for the variable WE or work environment it influences EP or employee performance with a p-value of 0.012 and for the variable JS or job satisfaction it does not affect EP with a p-value of 0.602.

CONCLUSION

Based on hypothesis testing, it can be concluded: There is an influence on the leadership style variable on employee performance at PT. YYY. This is in line with research conducted by Adeel Raima *et al.*., 2021. There is no influence on motivation variables on employee performance at PT. YYY. This is in line with research conducted by Subroto Setyowati, 2018. There is an influence on the Compensation variable on Employee Performance at PT. YYY. This is in line with research conducted by Riyadi Slamet, 2019. There is an influence on the Work Environment variable on Employee Performance at PT. YYY. This is in line with research conducted by Sadewo, I Putu Nanda Pradita, 2021. no influence on the Job Satisfaction variable on Employee Performance at PT. YYY. This is in line with research conducted by Adiyasa and Windayanti, 2019.

The research carried out is still far from perfect because there are several limitations during conducting the research, including: Limited energy and time to complete this research. The respondents studied were only 105 employees. Limitations in company data received are due to confidentiality.

For further researchers as follows: Future research uses larger samples so that it will increase the accuracy of the research. Makes better use of time and energy so that research can be carried out on a wider variety of objects. Further research can be recommended to expand the dependent and independent variables because there are still many variables that can still have a high probability of influencing employee performance.

For companies as follows: Leaders can maintain leadership style factors, so that employees can feel comfortable working and pay

more attention to existing regulations. Companies can maintain compensation factors by providing rewards and incentives, so that employees feel fair and satisfied with the company. Companies can maintain work environmental factors by providing adequate facilities. So that employees feel comfortable and can complete tasks on time.

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