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The Effect of Leadership and Compensation on Employee Performance with Work Motivation as an Intervening Variable at CV. Gabryl Utama Betonmojokerto

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Abstract: The purpose of this study is to analyze the Effect of Leadership and Compensation on Employee Performance with Work Motivation as an Intervening Variable at CV Gabryl Utama Betonmojokerto. By using census sampling technique where all population numbers are used as respondents as many as 100 people. The results of this study obtained Leadership on Employee Performance at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis) which had a positive effect and significance probability (P-value) $0.00 \leq 0.05$. Compensation on Employee Performance at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), has a positive effect and a probability significance (P-value) of $0.03 \leq 0.05$. Work Motivation on Employee Performance at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), has a positive effect and a probability significance (P-value) of $0.01 \leq 0.05$. Leadership on Employee Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), has a positive effect and a probability significance (P-value) of $0.00 \leq 0.05$. Compensation on Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), has a positive effect and a probability significance (P-value) of $0.00 \leq 0.05$. Leadership on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), influential and significant value $0.04 \leq 0.05$. Compensation on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is done using path model analysis (path analysis), based on the assumption model testing states a positive influence and significance probability (P-value) $0.046 \leq 0.05$.

Keyword: Leadership, Compensation, Performance, Work Motivation.

INTRODUCTION

Every company, whether a service company or an industrial company, wants its company to continue to compete and survive. This is of course driven by an increase in the performance of all employees, in the form of an increase in quantity and quality of the maximum results that have been carried out by employees in their work according to the job description determined by the company (Mangkunegara, 2021). This means that the work done must be able to produce something according to what is desired, namely the optimal results that can be achieved. According to Rivai (2022), performance is an action or activity of an organization in a period with reference to a number of standards. Increased performance, meaning good performance, will be feedback for the business, or worker motivation in the next stage.

Employee performance cannot be separated from the role of its leader. According to Bass (Yulk, 2018), the role of leadership in contributing to employees to achieve optimal performance is carried out in five ways, namely: (1) leaders classify what is expected of their employees, specifically the goals and objectives of their performance, (2) leaders explain how to meet these expectations, (3) leaders put forward criteria for evaluating performance effectively, (4) leaders provide feedback when employees have achieved targets, and (5) leaders allocate rewards based on the results they have achieved. Leadership is needed to inspire organizations to increase motivation and innovation. Good leadership is leadership that can make followers have a sense of admiration, trust, and loyalty to the leader. Good leadership is expected to bring change to the company and bring change to its followers. In addition, it is also expected to gain trust and become a motivator for its followers (Bass in Yulk, 2013). This opinion is supported by Robbins & Judge (2013), good leadership can inspire followers to put aside personal interests for the good of the organization and can have a tremendous influence on their followers. Bahri (2020), Mahadewi & Netra (2020), Rinto, et al. (2017) transformational leadership has a positive influence on work motivation. Bahri (2020) and Mahadewi & Netra (2020) revealed that transformational leadership has a positive influence on employee performance. On the other hand, Luhur (2014) revealed that there was no influence of transformational leadership on employee performance.

The influence of transformational leadership on employee performance is also through the mediation of work motivation (Sumiati, 2021; Mahadewi & Netra, 2020; Novianti, 2017). On the other hand, Bahri (2020) revealed that work motivation does not have a mediating role in the relationship between transformational leadership and employee performance. Another factor that influences employee performance is compensation or something that employees receive in exchange for their service contributions to the company. Guritno, et al. (2022), Dewi & Ardana (2022), Candradewi & Dewi (2019) revealed that compensation has a positive effect on work motivation. Guritno, et al (2022), Sinaga & Hidayat (2020), Efendi, et al (2020) revealed that compensation has a positive effect on employee performance, while Magito (2020) and Rezeki & Hidayat (2021). Dewi & Ardana (2022), Efendi, et al (2020), Candradewi & Dewi (2019) revealed that work motivation mediates the relationship between compensation and employee performance, while Guritno, et al (2022) did not

CV Gabryl Utama Beton Mojokerto is a company engaged in the construction services sector. Contractors are often identified with people who run businesses in the construction services sector, therefore they are often equated with contractors. The services offered can be in the form of construction consultations, such as assessments, planning, design, supervision, and management of building construction implementation. In addition, contractors can also serve construction work, such as construction, operation, maintenance, demolition, and reconstruction of part or all of the building or civil engineering. In construction work, a contractor will usually specialize, for example

installation work, special construction, prefabricated construction, building completion, and equipment rental.

METHOD

This type of research is quantitative research. This research is an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This research design uses a cross-sectional method approach. With a population of 100 people. The census sampling technique means that all populations are used as samples in the study.

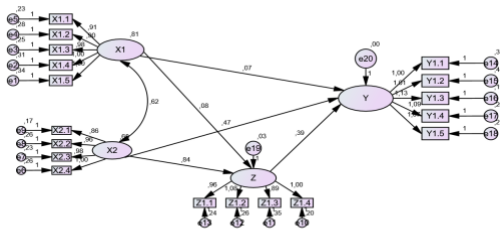
RESULTS AND DISCUSSION

No. Item Pertanyaan	r_{hitung}	Keterangan
Kepemimpinan (X1)		
1	0,772	Valid
2	0,757	Valid
3	0,787	Valid
4	0,807	Valid
5	0,788	Valid
Kompensasi (X2)		
1	0,776	Valid
2	0,796	Valid
3	0,820	Valid
4	0,800	Valid
Motivasi Kerja (Z)		
1	0,818	Valid
2	0,789	Valid
3	0,682	Valid
4	0,780	Valid
Kinerja Pegawai (Y)		
1	0,628	Valid
2	0,682	Valid
3	0,904	Valid
4	0,713	Valid
5	0,904	Valid

The table above can be concluded that the correlation of each indicator to the total construct score of each variable shows significant results, namely $r_{count} \geq r_{table}$. It can be concluded that all question items from all variables, namely Leadership, Compensation, Work Motivation and Employee Performance are declared Valid.

No	Variabel	Alpha	Keterangan
1	Kepemimpinan	0,930	Reliabel
2	Kompensasi	0,915	Reliabel
3	Motivasi Kerja	0,894	Reliabel
4	Kinerja Pegawai	0,921	Reliabel

The table above shows that the three variables produce an alpha value of 0.9. Thus, all variables have a value > 0.60 , thus the research instrument is suitable for use in data collection.



			Estimate	S.E.	C.R.	P	Label
Z	<---	X1	,0795645	,0946723	5,8404200	***	
Z	<---	X2	,8376078	,1221670	6,8562500	***	
Y	<---	Z	,3892918	,3770686	3,0324163	,0018771	
Y	<---	X1	,0654801	,0656897	4,9968091	***	
Y	<---	X2	,4712557	,3431496	2,3733242	,0396516	
X1.5	<---	X1	1,0000000				
X1.4	<---	X1	1,0045222	,0941609	10,6681510	***	
X1.3	<---	X1	,9799335	,0881436	11,1174625	***	
X1.2	<---	X1	,9028162	,0865487	10,4313098	***	
X1.1	<---	X1	,9071420	,0833080	10,8890188	***	
X2.4	<---	X2	1,0000000				
X2.3	<---	X2	,9793585	,0861884	11,3630006	***	
X2.2	<---	X2	,9634690	,0884598	10,8915997	***	
X2.1	<---	X2	,8616431	,0754976	11,4128518	***	
Z1.4	<---	Z	1,0000000				
Z1.3	<---	Z	,8876380	,0950431	9,3393247	***	
Z1.2	<---	Z	1,0779110	,0939489	11,4733769	***	
Z1.1	<---	Z	,9585189	,0867121	11,0540377	***	
Y1.1	<---	Y	1,0000000				
Y1.2	<---	Y	1,0124373	,1289392	7,8520491	***	
Y1.3	<---	Y	1,1275912	,1130588	9,9734905	***	
Y1.4	<---	Y	1,0938030	,1165674	9,3834414	***	
Y1.5	<---	Y	1,0715492	,1112337	9,6333173	***	

DISCUSSION

First Hypothesis of Leadership on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states that leadership with an estimate regression weights value of 0.46454801, standard error 0.4656897, critical ratio (t-table) 4.9968091 then a significance value of probability (P-value) $0.00 \leq 0.05$.

Second Hypothesis of Compensation on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states that Compensation with an estimate regression weights value of 0.4712557, standard error 0.3431496, critical ratio (t-table) 2.3733241 then a significance value of probability (P-value) $0.03 \leq 0.05$.

Third Hypothesis of Work Motivation on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states that Work Motivation with an estimate regression weights value of 0.3892918, standard error 0.3770686, critical ratio (t-table) 3.032416 then a significance value of probability (P-value) $0.01 \leq 0.05$. Fourth Hypothesis of Leadership on Employee Work Motivation of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states that Leadership with an estimate regression weights value of 0.7795645, standard error 0.194677, critical ratio (t-table) 5.84042 then a significance value of probability (P-value) $0.00 \leq 0.05$.

Fifth Hypothesis Compensation on Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing stated that Work Discipline with an estimate regression weights value of 0.8376078, standard error 0.1221670, critical ratio (t-table) 6.856250 then a probability significance value (P-value) of $0.00 \leq 0.05$.

Sixth Hypothesis Leadership on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing stated that Compensation with a sobel test value of 1.98837170 with a significant value of $0.04 \leq 0.05$.

Seventh Hypothesis Compensation on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing, it states that Compensation with a Sobel test value of 1.78398506 and a probability significance value (P-value) of $0.046 \leq 0.05$.

CONCLUSION

- 1 Leadership on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states a positive effect and a significance probability (P-value) of $0.00 \leq 0.05$
- 2 Compensation on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states a positive effect and a significance probability (P-value) of $0.03 \leq 0.05$
- 3 Work Motivation on Employee Performance of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis (path analysis), based on the assumption model testing states a positive effect and a significance probability (P-value) of $0.01 \leq 0.05$
- 4 Leadership on Employee Work Motivation of CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis, based on the assumption model testing, it states that it has a positive effect and a significance probability (P-value) of $0.00 \leq 0.05$
- 5 Compensation on Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis, based on the assumption model testing, it states that it has a positive effect and a significance probability (P-value) of $0.00 \leq 0.05$
- 6 Leadership on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis, based on the assumption model testing, it states that it has a positive effect and a significance value of $0.04 \leq 0.05$.

- 7 Compensation on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing is carried out using path model analysis, based on the assumption model testing, it states that it has a positive effect and a significance probability (P-value) of $0.046 \leq 0.05$.

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