



**THE INFLUENCE OF WORK MOTIVATION, LEADERSHIP, AND
COMPENSATION ON THE PERFORMANCE OF PT PELINDO
SURABAYA EMPLOYEES**

**(Case study of employees of the HR division of PT Pelindo
Surabaya)**

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INFO ARTIKEL

Abstract

Keywords:

*Work Motivation, Leadership,
Compensation, Employee
Performance*

This study aims to determine the effect of work motivation (X1), leadership (X2), and compensation (X3) on employee performance (Y) in the HR department of PT PELINDO Surabaya. The variables used include independent variables, namely work motivation, leadership and compensation, and the dependent variable, namely employee performance. The method used in this research is quantitative. By using questionnaires to 80 respondents. The technique used in sampling is Nonprobability Sampling Saturated sample, while the data analysis technique used in this study is multiple linear regression analysis with the help of SPSS 20 in processing the data. The hypothesis test used is the t test. The results showed that work motivation and compensation had a significant effect on the performance of PT Pelindo Surabaya employees, while leadership had no significant effect on the performance of PT Pelindo Surabaya employees.

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Introduction

The most important asset in the company is Human Resources. In improving a service company, it is now very necessary to have good human resources who can produce high quality employees. A company, especially in the service sector, is said to be successful if it provides service and quality yang best to consumers both through existing facilities and infrastructure. The success of the company greatly influences the activities of employees in carrying out activities. So here the role of employees is a very important role in achieving the goals of a company. Therefore, employees are a very important asset that can be utilized well to achieve the goals of an organization.

PT. PELINDO is a "State-Owned Enterprise (BUMN) company which operates in the port services sector, both in the form of warehouse services and goods storage areas as well as facilities for boarding and disembarking passengers or vehicles. As a service company PT. PELINDO prioritizes customer quality so that customers feel more comfortable and satisfied. Employees who work individually and in groups seriously will produce good performance for the company. As a manager, you must also provide encouragement and provide motivation to improve employee performance. The role of human resource management in this company is training and developing employee abilities. The training and development carried out by PT Pelindo Surabaya is the development of an infographic training program design which aims to improve employee skills in improving company performance in the HR system.

Work motivation is an aspect that encourages a person's behavior to be more enthusiastic and more diligent in carrying out activities to achieve goals (Busro, Muhammad, 2018). Even though most of them work in the field, they still have high enthusiasm to complete their tasks so that their tasks are completed on time. There are also employees who are not motivated to immediately complete their tasks and have no ambition to develop well. Lack of motivation to work is also caused by a lack of facilities and a lack of bonus money each year. So that employees take their work for granted and have a feeling of not caring about their duties. This behavior can also cause a manager to feel uncomfortable with his employees. Therefore, as a manager you must be able to provide a high sense of work enthusiasm to employees so that the company can develop well and employees can have good work performance too.

Compensation is a reward for employees who have worked as well as possible and can make the company more advanced and developed (Hasibuan, 2010). Compensation must also be considered as carefully as possible. Compensation will be given to employees who excel in the form of financial or facilities that support the employee's life. When providing compensation, it must also be done as fairly as possible so as not to cause disputes between one employee and another. So the existence of managers is very necessary to lead and provide a good example to employees.

Obiwuru (2011) states that leadership is "Leadership as the individual behavior to guide a group to achieve the common target". "This means that leadership is the behavior of an individual who leads to direct the activities of a group towards a goal that they want to achieve together." In a company, of course, a leader is needed who is able to manage the company and is able to make the company grow. Apart from that, a leader must also be able to influence the performance of his employees to develop better for the company.

Desler, Gray (2011) stated that performance is work achievement, namely the comparison between work results and established standards. The role of human resources has a very significant meaning in improving employee performance in service companies. Likewise, the importance of a leader in a service company. PT employee performance. PELINDO is very satisfied with the current leader because he can provide motivation to employees so that employees are able to achieve the targets set by the company. Apart from that, employees also receive benefits in the form of bonuses and even promotions to be able to exceed the target limit as much as possible.

RESEARCH METHODS

Research approach

This research method uses quantitative methods. This research was carried out using a questionnaire stage which began with collecting employee data by distributing questionnaires to a number of respondents who were the research sample.

Population and Sample

The population used in this research was all employees of the HR division of PT Pelindo Surabaya with a total of 80 respondents. In this study the sample was determined using a non-probability sampling method with a saturated sample procedure, namely.

RESULT

Validity test

The validity test is carried out by correlating the answers obtained from each question with the totalscore for all questions. If the correlation results between each question and the total score show significant results (significant <0.05 and correlation >0.4), then the question item is valid.

Table 1

Variable	Statement	Correlation	Sig.	Results
Work Motivation (X1)	X1.1	0.910	0,000	Valid
	X1.2	0.942	0,000	Valid
	X1.3	0.903	0,000	Valid
	X1.4	0.831	0,000	Valid
Leadership(X2)	X2.1	0.764	0,000	Valid
	X2.2	0.835	0,000	Valid
	X2.3	0.595	0,000	Valid
	X2.4	0.892	0,000	Valid
	X2.5	0.863	0,000	Valid
Compensation (X3)	X3.1	0.808	0,000	Valid
	X3.2	0.866	0,000	Valid
	X3.3	0.789	0,000	Valid
	X3.4	0.763	0,000	Valid
	X3.5	0.866	0,000	Valid
Employee Performance(Y)	Y1.1	0.912	0,000	Valid
	Y1.2	0.734	0,000	Valid
	Y1.3	0.903	0,000	Valid
	Y1.4	0.830	0,000	Valid

Reliability Test

Table 2

Variable	Cronbach Alpha	Results
Work Motivation (X1)	0.917	Reliable
Leadership (X2)	0.835	Reliable
Compensation (X3)	0.872	Reliable
Employee Performance (Y)	0.851	Reliable

Based on the results above, it can be seen that the Cronbach Alpha value for the entire variable is >0.6. Work Motivation (X1) value is 0.917, Leadership (X2) is 0.835, Compensation (X3) is 0.872 and Employee Performance (Y) is 0.851. So it can be said that the instrument for each variable is reliable.

Multiple Linear Regression Analysis

Table 3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,157	1,517		3,399	,001
1 TOTAL_X1	,301	,062	,428	4,842	,000
TOTAL_X2	,115	,058	,173	1,978	,052
TOTAL_X3	,206	,051	,355	4,043	,000

$$Y = 5.157 + 0.301(X1) + 0.115(X2) + 0.206(X3) + e$$

Where:

a = Constant

Y = Employee performance

X1 = Work Motivation X2 = Leadership

X3 = Compensation e = Residual Error

Explanation of the regression model:

Constant Value = 5.157

The constant value (a) = 5.157 means that if the work motivation (X1), leadership (X2) and compensation (X3) variables are equal to 0 then the Employee Performance (Y) value is 5.157 units.

Work Motivation (X1)

$\beta_1 = 0.301$ indicates that the regression coefficient value of the work motivation variable (X1) has a positive value and is in the same direction between work motivation (X1) and employee performance (Y). This means that for every 1 unit increase in the work motivation variable (X1), employee performance will increase by 0.301.

Leadership (X2)

$\beta_2 = 0.115$ indicates that the regression coefficient value of the leadership variable (X2) has a positive value but is not in the same direction as the employee performance variable (Y). This means that for every 1 unit increase in the leadership variable (X2), employee performance will decrease by 0.115.

Compensation (X3)

$\beta_3 = 0.206$ indicates that the regression coefficient value of the compensation variable (X3) has a positive value and is in the same direction between compensation (X3) and employee performance (Y). This means that for every 1 unit increase in the compensation variable (X1), employee performance will increase by 0.206.

Hypothesis Test (T Test)

Table 4

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
(Constant)	5,157	1,517		3,399	,001
1 Total_X1	,301	,062	,428	4,842	,000
Total_X2	,115	,058	,173	1,978	,052
Total_X3	,206	,051	,355	4,043	,000

- The Work Motivation variable (X1) has a significance value of $0.000 < 0.05$, so it can be concluded that the Work Motivation variable has a significant effect on the performance of PT PELINDO Surabaya employees.
- The Leadership variable (X2) has a significance value of $0.052 > 0.05$, so it can be concluded that the Leadership variable has no significant effect on the performance of PT PELINDO Surabaya employees.
- The Compensation variable (X3) has a significance value of $0.000 < 0.05$, so it can be concluded that the Compensation variable has a significant effect on the performance of PT PELINDO Surabaya employees. Meanwhile, the results of previous research by Kurniawan 2017 "that leadership has a significant effect on employee performance". Leaders in the HR division of PT Pelindo Surabaya act firmly in making decisions but are less able to listen to the complaints experienced by employees when making decisions. So this does not support improving employee performance.

Coefficient of Multiple Determination (R²)

Table 5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665a	.443	.421	1.65738

Based on Table 5 above, the R number obtained is 0.665, which is greater than 0.5, which shows that the variables of work motivation, leadership and compensation are very closely related. Meanwhile, the R^2 value is 0.421 or 42.1%, this means that the percentage influence of the independent variables (work motivation, leadership and compensation) on the dependent variable (employee performance) is 42.1% while the remaining 57.9% is influenced by other variables.

DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on the results of the researcher's analysis, it is known that work motivation has a significant influence on the performance of PT Pelindo Surabaya employees. The work motivation variable has a positive multiple regression coefficient direction towards employee performance, which means that if work motivation decreases, employee performance decreases, and vice versa, if work motivation increases, employee performance will increase. These results show that work motivation provides good enthusiasm and hope for employee performance. Supported by Hasibuan's (2010) theory which "states that the importance of work motivation is what causes, channels and supports human behavior so that they are willing to work hard and enthusiastically in achieving optimal results". Meanwhile, the results of previous research by Dewi Suryani, et al (2019) which "stated that work motivation has an insignificant effect on job satisfaction, so the results of previous research cannot be supported by its truth."

The Influence of Leadership on Employee Performance

Based on the results of the researcher's analysis, it is known that leadership has no significant effect on the performance of PT Pelindo Surabaya employees. The leadership variable has a positive multiple regression coefficient direction and is in the same direction as employee performance, which means that if leadership increases, employee performance increases, and vice versa, if leadership increases, employee performance will increase. These results indicate that leadership has no significant effect on employee performance. This is because leadership is not the only variable that influences employee performance, but there are other variables, namely work motivation and compensation, which have an influence on employee performance. Contrary to Khornelis Dehotman's (2020) theory "that leadership has a

The Effect of Compensation on Employee Performance

Based on the results of the researcher's analysis, it is known that compensation has a significant influence on the performance of PT Pelindo Surabaya employees. The compensation variable has a positive multiple regression coefficient direction towards employee performance, which means that if compensation decreases, employee performance decreases, and vice versa, if compensation increases, employee performance will increase. These results indicate that compensation has a significant influence on employee

performance. Supported by theory by Hasibuan (2010), namely "the amount of services has been determined and known beforehand so that employees know exactly the amount of remuneration/compensation they will receive". Meanwhile, the results of previous research by Bagaswara (2017) "state that compensation has a significant effect on employee performance, so the results of previous research can be supported by the truth.

CONCLUSION

Based on the research results after testing and analyzing the influence of work motivation, leadership and compensation on the performance of PT Pelindo Surabaya employees, it can be concluded as follows:

- a. Work motivation has a significant effect on employee performance in the HR division of PT Pelindo Surabaya, so the first hypothesis which states that work motivation has a significant effect on employee performance can be supported by the truth.
- b. Leadership does not have a significant effect on the performance of HR division employees at PT. Pelindo Surabaya, the second hypothesis which states that leadership has a significant effect on employee performance cannot be supported.
- c. Compensation has a significant effect on employee performance in the HR division of PT Pelindo Surabaya, so the third hypothesis which states that compensation has a significant effect on employee performance can be supported by the truth.

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