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**THE INFLUENCE OF COMPENSATION, MOTIVATION, AND LEADERSHIP TOWARD
EMPLOYEE PERFORMANCE IN PT. WASHENG KEKE MANDIRI**

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ABSTRACT

Employee performance plays an important role in ensuring the sustainability and success of a company. PT. Washeng Keke Mandiri, a logistics company founded in 2007 in Kupang, focuses on transportation and warehouse processing services by implementing digital applications to make things easier for clients in the industrial era 4.0. The company is a family business company. Even though it has shown significant growth and progress, this company faces challenges in terms of employee discipline in carrying out their duties. The presence of employees who do not comply with work regulations has become a serious concern for management. Challenges faced by PT. Washeng Keke Mandiri lie in the level of employee compliance with established standard operating procedures (SOP). The aim of the research is to identify the influence of compensation, motivation, and leadership toward employee performance in PT. Washeng Keke Mandiri. The research is done in a quantitative manner. The population and the samples of the study are the employees of PT. Washeng Keke Mandiri. The respondents participating are 87 respondents. The data was analyzed using multiple regression analysis using SPSS. The result shows that partial compensation, motivation, and leadership have a significant effect toward employee performance in PT. Washeng Keke Mandiri.

KEYWORDS: - Compensation, Motivation, Leadership, Employee Performance.

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1. INTRODUCTION

Employee performance plays an important role in ensuring the sustainability and success of a company (Karyatun et al., 2023). A high level of employee performance makes a significant contribution to the effectiveness, productivity and overall growth of an organization. Employee performance has a direct impact on the quality of products or services provided by a company.

According to Hartika et al., (2023) employees who consistently perform at a high level are able to contribute to providing high quality services. This will increase customer satisfaction and loyalty, foster a positive reputation for the company and encourage long-term sustainability through repeat business.

PT. Washeng Keke Mandiri, a logistics company founded in 2007 in Kupang, focuses on transportation and warehouse processing services by implementing digital applications to make things easier for clients in the industrial era 4.0. The company is a family business company. Even though it has shown significant growth and progress, this company faces challenges in terms of employee discipline in carrying out their duties. The presence of employees who do not comply with work regulations has become a serious concern for management. Challenges faced by PT. Washeng Keke Mandiri lie in the level of employee compliance with established standard operating procedures (SOP). There are several problems that arise related to this, including a lack of understanding of SOPs, a lack of motivation to carry out established procedures, and a lack of adequate training for employees to be able to work according to the targets set.

Compensation is a crucial determinant of worker motivation and effort. Workers who are motivated tend to be more prevalent when they perceive their compensation to be ideal with the value they contribute to the firm and the outcomes achieved (Persada and Nabella, 2023). Enhancing staff morale and productivity can be achieved by offering them equitable and ample remuneration for their endeavours. In addition, offering competitive compensation provides ancillary benefits, such as enhancing job satisfaction among employees, hence reducing employee turnover and fostering more loyalty towards the organization (Sitopu et al., 2021). If employees are dissatisfied with their compensation, it can have a negative impact on their efficiency and output (Iriani et al., 2023). Insufficient compensation can lead to a decline in employee performance. The company should design a fair, transparent, and sustainable compensation plan. In order to ensure that employees are receiving appropriate compensation for their job, organizations should regularly evaluate and update their payment policies. Work environments that priorities growth, originality, and collective achievement are the ones that carefully consider the relationship between compensation and performance. The hypothesis proposed for this is:

H1: Compensation has a significant effect toward Employee Performance in PT. Washeng Keke Mandiri

Organizational psychologists and managers commonly concur that employee motivation exerts a substantial influence on productivity (Pio, 2022). Employees exhibit higher levels of engagement, commitment, and efficiency when they are motivated to perform at their optimal level. When workers have a sense of enthusiasm towards their tasks, they are more likely to persist in completing their employment, even in the presence of challenges (Hajiali et al., 2022). Increased worker motivation correlates with a higher likelihood of dedicating sufficient time and effort to complete tasks and attain objectives, resulting in enhanced job performance (Kaur and Kaur, 2022). Moreover, the role of motivation in shaping employee behaviour and decision-making is substantial. The hypothesis proposed for this is:

H2: Motivation has a significant effect toward Employee Performance in PT. Washeng Keke Mandiri

To achieve success, a business must consider the influence of leadership on the performance of its workers. The impact of leadership on staff performance and productivity is substantial as it influences their attitude, motivation, and conduct. Kaur and Kaur (2022) stated that a proficient leader is someone who can unite their team towards a shared objective and successfully accomplish it by establishing lofty standards, articulating those standards with clarity, and providing both moral and practical assistance. Jang et al., (2023) leadership has a significant influence on employee performance, particularly through the establishment of a supportive workplace and culture. Team members experience a greater sense of commitment and appreciation when their leaders actively promote and support open communication, mutual regard, and confidence (Hajjali et al., 2022). Leaders may enhance the level of engagement and productivity within their teams by ensuring that team member's feel valued and appreciated. In addition, strong leadership requires doing things like removing impediments to employees' performance, providing them constructive feedback, and setting precise objectives. Leaders motivate their teams to perform at their highest level by clearly defining expectations and providing constructive feedback, ensuring that everyone understands their specific roles and duties (Lin, 2021). Leadership that is supportive, advocates for their team members, and provides opportunities for learning and career growth also contributes to employee satisfaction and loyalty. Strong leadership has the potential to significantly boost an organization's culture of accountability and ongoing improvement (Pio, 2022). When leaders demonstrate integrity, exhibit genuine concern for their work, and willingly accept accountability for their conduct, it establishes a positive role model for their employees. Subsequently, employee's exhibit heightened commitment towards the organization's objectives, leading to enhanced performance. The hypothesis proposed for this is:

H3: Leadership has a significant effect toward Employee Performance in PT. Washeng Keke Mandiri

2. METHOD

This research was designed using quantitative research methods with a survey approach, namely a type of research that makes systematic, factual and accurate descriptions of the facts and characteristics of a particular population, by explaining a relationship between variables and testing the proposed hypothesis (Masyhuri and Zainuddin, 2017). This research is a explanatory quantitative research. The quantitative explanatory variable is used to systematically explain or predict changes in the dependent variable. Multiple regression analysis is a statistical technique used to examine the relationship between two or more independent variables and a dependent variable. It expands upon the concept of simple linear regression, which examines only one independent variable, by allowing the simultaneous consideration of multiple factors that may influence the outcome of interest. The population is all the people who have similar characteristics, traits, or quality. The population used in this research is all employees of PT. Washeng Keke Mandiri with a total of 87 employees. The sample in this research will be selected using a saturated sampling technique, where all members of the population are used as research samples because it has a small population (Masyhuri and Zainuddin, 2017). Therefore, all employees of PT. Washeng

Keke Mandiri at headquarters will be used as research samples. Therefore, the number of samples used in this research is 87 respondents. The Sample in this study uses nonprobability sampling which is saturated sampling technique. The criteria of the samples are the employees of PT. Washeng Keke Mandiri who worked at the headquarter office.

3. RESULT

The researcher collected data from the respondents which are the employees of PT. Washeng Keke Mandiri. The respondents participated in this research with 87 respondents.

Table 1: Validity Test

Variable	Item	Significance Value	Information
Employee Performance	EP1	0.000	Valid
	EP2	0.000	Valid
	EP3	0.000	Valid
	EP4	0.000	Valid
Compensation	CP1	0.000	Valid
	CP2	0.000	Valid
	CP3	0.000	Valid
	CP4	0.000	Valid
Leadership	LD1	0.000	Valid
	LD2	0.000	Valid
	LD3	0.000	Valid
	LD4	0.000	Valid
Motivation	MV1	0.000	Valid
	MV2	0.000	Valid
	MV3	0.000	Valid
	MV4	0.000	Valid

Based on the result of validity test using Pearson Correlation it can be seen that the significance value is less than 0.05 and the r-count is greater than r-table. Therefore, it can be concluded that all the indicators' items used in this research.

Table 2: Reliability Test

Variable	Cronbach Alpha	Information
Employee Performance	0.778	Reliable
Compensation	0.693	Reliable
Leadership	0.693	Reliable
Motivation	0.757	Reliable

The reliability is tested using Cronbach Alpha. Based on the result on Table 2, all variables were determined to be reliable in the reliability test since their Cronbach Alpha values were more than 0.60.

Table 3: T-Test

	Model	t	Significance
1	(Constant)	3.019	.003
	X1 (Compensation)	2.048	.043
	X2 (Leadership)	3.340	.001
	X3 (Motivation)	2.150	.034

Based on Table 3, the compensation variable has a significant effect on increasing employee performance, because the significance value (sig) of this variable is 0.043 smaller than α (0.05). This indicated that the increase of compensation could lead to the increase of employee performance. Therefore, the first hypothesis in this research is accepted. Table 3 shows the leadership variable has a significant effect on increasing employee performance, because the significance value (sig) of this variable is 0.001 smaller than α (0.05). This indicated that the increase of leadership could lead to the increase of employee performance. Therefore, the second hypothesis in this research is accepted. According to Table 3 though, the motivation variable has a significant effect on increasing employee performance, because the significance value (sig) of this variable is 0.034 smaller than α (0.05). This indicated that the increase of motivation could lead to the increase of employee performance. Therefore, the third hypothesis in this research is accepted.

Table 4: Multiple Regression Test

	Model	Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	3.918	1.298
	X1 (Compensation)	.160	.108
	X2 (Leadership)	.347	.104
	X3 (Motivation)	.241	.112

$$\text{Employee Performance} = 3.918 + 0.160 \text{ Compensation} + 0.347 \text{ Leadership} + 0.241 \text{ Motivation}$$

As shown in the multiple linear regression model, there is a positive correlation between employee performance and the following variables: compensation, leadership, and motivation. For every one unit increase in compensation, employee performance increases by 0.160. For every one unit increase in leadership, employee performance increases by 0.347. For every one unit increase in motivation, employee performance increases by 0.241.

Table 5: R-Squared Test

Model	R	R Square
1	.694 ^a	.481

The R Squared value of 0.481 in Table 4.13's coefficient of determination suggests that the Compensation, Leadership, and Motivation variables can impact Employee Performance by 48.1%,

while the remaining 51.9% is impacted by factors outside the scope of this study. Other factors that may affect employee performance include collaboration and the work environment (Astuti, 2021).

4. DISCUSSION

The compensation for employee performance is statistically significant, as indicated by a significance test with a p-value of less than 0.05. The multiple regression analysis result shows that the coefficient of compensation is 0.160, indicating a favorable association between compensation and employee performance. The correlation between compensation and employee performance is positive, indicating that an increase in compensation leads to a corresponding rise in employee performance. The analysis has determined that the first hypothesis, H1: compensation on employee performance is accepted. Compensation is a crucial determinant of worker motivation and effort. Workers who are motivated tend to be more prevalent when they perceive their compensation to be ideal with the value they contribute to the firm and the outcomes achieved (Persada and Nabella, 2023). Enhancing staff morale and productivity can be achieved by offering them equitable and ample remuneration for their endeavours. In addition, offering competitive compensation provides ancillary benefits, such as enhancing job satisfaction among employees, hence reducing employee turnover and fostering more loyalty towards the organization (Sitopu et al., 2021).

The influence outcome occurs when the significance value of each variable is below 0.05. The leadership on employee performance is statistically significant, as indicated by a significance test with a p-value of less than 0.05. The multiple regression analysis result shows that the coefficient of leadership is 0.361, indicating a favourable association between leadership and employee performance. The correlation between leadership and employee performance is positive, indicating that an increase in leadership leads to a corresponding rise in employee performance. The analysis has determined that the second hypothesis, H2: the leadership on employee performance is accepted. In order to achieve success, a business must consider the influence of leadership on the performance of its workers. The impact of leadership on staff performance and productivity is substantial as it influences their attitude, motivation, and conduct. Kaur and Kaur (2022) stated that a proficient leader is someone who can unite their team towards a shared objective and successfully accomplish it by establishing lofty standards, articulating those standards with clarity, and providing both moral and practical assistance. Jang et al., (2023) leadership has a significant influence on employee performance, particularly through the establishment of a supportive workplace and culture. Team members experience a greater sense of commitment and appreciation when their leaders actively promote and support open communication, mutual regard, and confidence (Hajjali et al., 2022). Leaders may enhance the level of engagement and productivity within their teams by ensuring that team members feel valued and appreciated. In addition, strong leadership requires doing things like removing impediments to employees' performance, providing them constructive feedback, and setting precise objectives.

The influence outcome occurs when the significance value of each variable is below 0.05. The motivation for employee performance is statistically significant, as indicated by a significance test with a p-value of less than 0.05. The multiple regression analysis result shows that the coefficient of motivation is 0.249, indicating a favourable association between motivation and employee performance. The correlation between motivation and employee performance is positive, indicating

that an increase in motivation leads to a corresponding rise in employee performance. The analysis has determined that the third hypothesis, H3: the motivation on employee performance, is accepted. Organizational psychologists and managers commonly concur that employee motivation exerts a substantial influence on productivity (Pio, 2022). Employees exhibit higher levels of engagement, commitment, and efficiency when they are motivated to perform at their optimal level. When workers have a sense of enthusiasm towards their tasks, they are more likely to persist in completing their employment, even in the presence of challenges (Hajiali et al., 2022). Increased worker motivation correlates with a higher likelihood of dedicating sufficient time and effort to complete tasks and attain objectives, resulting in enhanced job performance (Kaur and Kaur, 2022). Moreover, the role of motivation in shaping employee behaviour and decision-making is substantial.

In addition to strengthening the findings of the research, there are important managerial implications of compensation, leadership, and motivation which can be considered by the company such as PT. Washeng Keke Mandiri. From the side of compensation, company can enhance incentives provided to employees can significantly boost motivation and performance. When employees see tangible rewards such as bonuses, commissions, or additional benefits tied to their efforts and results, they are more likely to be motivated to excel in their roles. Improved incentives also help in attracting and retaining talent, as they demonstrate the company's commitment to rewarding hard work and achieving goals. Moreover, a well-structured incentive program can foster a competitive spirit among employees, leading to increased productivity and overall organizational success.

Another one is at the point of leadership. The company can think about and implement the managerial recognition program. It plays a crucial role in employee engagement and morale. When managers acknowledge and appreciate the efforts of their staff, it reinforces positive behaviors and creates a supportive work environment. Recognition can take various forms, such as public praise, awards, or personalized acknowledgments, which make employees feel valued and appreciated for their contributions. This, in turn, boosts motivation, encourages teamwork, and enhances job satisfaction, ultimately leading to higher levels of employee retention and performance.

Finally, is about motivation. Making employees feel happy while they work intensively involves fostering a positive workplace culture. This can be achieved through initiatives that prioritize work-life balance, provide opportunities for professional growth and development, and promote a sense of camaraderie among colleagues. When employees enjoy their work environment, they are more likely to be engaged, productive, and collaborative. Additionally, fostering happiness at work can reduce stress levels, improve overall well-being, and contribute to a positive organizational reputation, which helps in attracting and retaining top talent in competitive markets. Thus, investing in employee happiness is not only beneficial for individual well-being but also for organizational success and long-term sustainability.

5. OTHER RECOMMENDATIONS

To enhance employee performance, it is crucial for the company to focus on improving compensation, leadership, and motivation. Firstly, compensation significantly impacts how

employees perform. To address this, the company can enhance its incentive programs by offering performance-based bonuses, stock options, and additional benefits such as health insurance and retirement plans. For instance, implementing a quarterly bonus system based on meeting specific targets can motivate employees to achieve higher performance levels.

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