

The Effect of Leadership Style and Compensation on Employee Performance Mediated by Work Motivation At PT Mitra Karsa Utama Makassar

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Abstract

This study aims to analyze the effect of leadership style and compensation on employee performance mediated by work motivation at PT Mitra Karsa Utama Makassar. This study uses a quantitative approach. The population of this study were all employees of PT Mitra Karsa Utama Makassar as many as 53 respondents. The data collection technique used is through a questionnaire. The data analysis technique used is path analysis. The results of this study indicate that: (1) Leadership style has a direct, positive and significant effect on employee work motivation at PT Mitra Karsa Utama Makassar, (2) Compensation has a direct, positive and significant effect on employee work motivation at PT Mitra Karsa Utama Makassar, (3) Leadership style has a direct effect, positive, and significant on employee performance at PT Mitra Karsa Utama Makassar, (4) Compensation has a negative but not significant effect on employee performance at PT Mitra Karsa Utama Makassar, (5) Work motivation has a positive but not significant effect on employee performance at PT Mitra Karsa Utama Makassar, (6) Leadership style has a direct effect on performance through work motivation at PT Mitra Karsa Utama Makassar, (7) Compensation indirectly affects performance through work motivation at PT Mitra Karsa Utama Makassar.

Keywords: leadership style, compensation, performance, work motivation

INTRODUCTION

Along with the era of globalization or current global developments, the level of competition in the business world is becoming increasingly high, thus encouraging organizations to always be responsive in order to survive. Organizations can survive and develop if the company is able to process and develop its human resources because human resources are a factor that is able to show competitive advantage and drive other resources to achieve organizational goals.

The increasing influence of the development of the service industry has made the pressure of business competition tighter. Many service companies in Indonesia require their employees to improve their excellence in all fields in achieving maximum performance. The service industry is a rapidly growing industry in Indonesia. The service industry demands high resources to satisfy customers, which is a mandatory requirement that must be met by actors in the service sector.

Human resource management is a system consisting of many interdependent activities. Human resource management is based on the concept that every employee is a human, not a machine and not merely a business resource. The role of human resource management is very important for an organization, both large and small organizations. Good human resources are able to provide a competitive advantage in the organization. Proper management of resources can be expected to assist the organization in achieving its goals. Human resources are one of the most important factors in a company in addition to other factors such as capital.

Leadership is the backbone of organizational development because without good

leadership it will be difficult to achieve organizational goals and it will be difficult to adapt to changes that are happening both inside and outside the organization. Every leader can have an influence on his subordinates, for example, employee motivation and performance. Leadership Style is a comprehensive pattern of actions of a leader, both visible and good by his subordinates. According to Rivai and Mulyadi in Kumala & Agustina (2018) leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Effective leaders can influence their subordinates to achieve organizational goals. The more appropriate the use of the type of leadership style with the environment and employees, the better the performance achieved.

Compensation is an action by a company to provide facilities for its employees in the form of salaries, bonuses, or gifts that aim to motivate employees to have good performance. Compensation plays an important role in improving employee performance because one of the main reasons people work is to fulfill their needs from the rewards they receive from work. Handoko (2012:155) argues that the issue of compensation is very important to note because the size of the compensation given will affect employee performance.

Job satisfaction cannot be separated from work motivation which is often an expectation for employees. Motivating someone is not as easy as expected, the most successful motivation is if the motivation comes from within the employee's personality so that employees will give their best for the progress of the company. According to Hasibuan (2016), motivation is the provision of driving force that creates work passion. someone so that they will cooperate, work effectively, and integrate with all their efforts to achieve the desired satisfaction. Motivation is influenced by two factors, namely external and internal factors. External factors are the work environment, leaders and leadership, demands for organizational development or tasks, guidance or encouragement from superiors, and compensation. The internal factor of individual birth, education level, past experiences, future wishes or hopes.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. According to Veithzal Rivai (2012: 309) performance is a real behavior displayed by everyone as work performance produced by employees in an organization in accordance with their role in the company. A good work culture system and high work motivation can direct organizational members to bring out all their best abilities so that organizational goals can be achieved and meet individual needs. The results of research conducted by Zinuri & Mundakir (2018) found that compensation has no significant effect on performance. However, research conducted by Inayat Hanum Indriati (2019) suggests that compensation has a significant effect on performance. Appropriate compensation will be able to meet the daily needs of employees so that employees feel safe and calm in doing their work so that it has an impact on their performance.

PT Mitra Karsa Utama Makassar is a company engaged in telecommunications services that has provided services to various partner companies in providing solutions for their clients in providing quality workforce. The problems that occurred at PT Mitra Karsa Utama Makassar decreased performance marked by not being on time at the company due to online absences and the lack of bonuses given by the company to its employees so that it affected employee motivation and performance. In addition, sometimes there is a miscommunication between the leader and his subordinates so that sometimes employees feel uncomfortable at work.

LITERATURE REVIEW

A. Leadership Style

Leadership style is the way a leader influences the behavior and thoughts of his subordinates so that they are able to carry out their duties in an effort to achieve organizational goals (Gibson in Samsuddin, 2018). According to Rivai in Samsuddin (2018), leadership style is a comprehensive pattern of actions of a leader, both visible and invisible to his subordinates. According to Sumidjo in Samsuddin (2018), leadership style essentially means how the leader relates to his subordinates.

From the various understandings above, it can be concluded that leadership style is the way a leader can influence and be able to interact with his subordinates and act as expected to achieve organizational goals.

B. Compensation

Compensation is a company's effort to maintain human resources if the company does not pay attention to compensation for employees, it is likely that the company will lose high-quality human resources. If the company loses human resources, the company must spend more money to find new workers or train existing workers to replace employees who resign.

Wibowo (2016: 271) states that compensation is the number of packages offered by the organization to workers in return for the use of their workforce. Compensation must be given appropriately so that employees can be motivated to achieve company goals, but if the compensation is not provided or inadequate then work performance, motivation and job satisfaction of employees may decrease. Hasibuan (2016) explains that compensation is divided into two, namely (1) direct compensation consisting of salaries, wages and incentives, (2) indirect compensation, which consists of social security, remuneration when not working, compensation for workers, employee welfare, employee service and premium pay.

C. Work Motivation

Motivation is a form of driving or driving for someone to be able to work hard to achieve what they want to achieve. An unmotivated person can only put minimum effort in work. Mangkunegara (2016) said that motivation is formed from the attitude of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed to achieve the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance.

D. Employee Performance

Mangkunegara (2011:47) explains that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. As for the factors that influence performance, namely (1) organizational climate, (2) leadership, (3) quality of work, (4) work ability, (5) initiative, (6) motivation, (7) reliability, (8) quantity of work, (9) discipline.

Hypothesis

H1: Leadership style has a direct, positive and significant effect on employee motivation of PT Mitra Karsa Utama Makassar.

H2: Compensation has a direct, positive and significant effect on employee motivation of PT Mitra Karsa Utama Makassar

H3: Leadership style has a direct, positive and significant effect on the performance of employees of PT Mitra Karsa Utama Makassar

- H4: Compensation has a direct, positive and significant effect on the performance of employees of PT Mitra Karsa Utama Makassar
- H5: Motivation has a direct, positive and significant effect on employee performance at PT Mitra Karsa Utama Makassar
- H6: Leadership style has an indirect effect on employee performance through work motivation of PT Mitra Karsa Utama Makassar
- H7: Compensation has an indirect effect on employee performance through work motivation of PT Mitra Karsa Utama Makassar

RESEARCH METHOD

Research Location and Time

The object of this research is PT Mitra Karsa Utama Makassar which is located at Jl. Telegrap Utama No. 75, Paccerakkang, Kec. Biringkanaya, Makassar City, South Sulawesi. This research was conducted for \pm 3 months.

Population, Sample, and Sampling Technique

The population in this study were employees of PT Mitra Karsa Utama Makassar, amounting to 53 people. The number of samples is 53 people. The sampling technique uses the saturated sample method, where all members of the population are used as samples.

Method Of Collecting Data

Data collection technique is a method used to obtain data on the problem to be studied. In conducting this research, the techniques or procedures used in collecting data are: observation, questionnaires, interviews and documentation.

Data Analysis Method

Descriptive Qualitative Analysis

Descriptive qualitative analysis is a method that aims to convert raw data sets into an easily understood form in the form of concise information where the results of research and analysis are described in a scientific paper from which a conclusion will be formed.

Path Analysis

Path analysis is an extension of alternating regression analysis, in other words path analysis is the use of regression analysis to estimate causality between variables that have been previously determined based on theory.

T-test was conducted to determine the significant effect of the independent variable on the dependent variable partially. The t-test aims to determine the magnitude of the influence of each independent variable individually (partial) on the dependent variable (Nugroho, 2015). The test was carried out using the t distribution with a significant level of 5%. The decision-making criteria in this test are as follows:

RESEARCH RESULT

1. Characteristics of Respondents

Table 1. Respondents by Gender

No.	Gender	Number of Respondents	Presentation
1	Man	35	66%
2	Woman	18	34%
Total		53	100%

Source: data processed 2022

Table 2. Respondents by Age

No.	Age	Number of Respondents	Presentation
1	< 21 years old	1	2%
2	21 - 30 years old	39	73%
3	31 - 40 years	12	23%
4	> 40 years	1	2%
Total		53	100%

Source: data processed 2022

2. Validity Test and Reliability Test

Table 3. Validity Test Results

Variable	r Count	r table	Information
Leadership Style (X1)	0.742	0.266	Valid
	0.586	0.266	Valid
	0.770	0.266	Valid
	0.870	0.266	Valid
	0.781	0.266	Valid
	0.700	0.266	Valid
	0.737	0.266	Valid
Compensation (X2)	0.580	0.266	Valid
	0.863	0.266	Valid
	0.824	0.266	Valid
	0.760	0.266	Valid
	0.552	0.266	Valid
Performance (Y)	0.666	0.266	Valid
	0.703	0.266	Valid
	0.635	0.266	Valid
	0.854	0.266	Valid
	0.842	0.266	Valid
	0.804	0.266	Valid
Work Motivation (Z)	0.490	0.266	Valid
	0.556	0.266	Valid
	0.649	0.266	Valid
	0.673	0.266	Valid
	0.625	0.266	Valid
	0.539	0.266	Valid
	0.746	0.266	Valid

Source: Data processed 2022

The results of data processing using SPSS version 23 can be explained that $r_{count} > r_{table}$ with these results it can be interpreted that the items on the variables of leadership style, compensation, motivation and employee performance are valid or appropriate to use.

Table 4. Reliability Test Results

No.	Variable	Cronbach's Alpha	Alpha	Information
1	Leadership Style	0.858	>0.60	Reliable
2	Compensation	0.712	>0.60	Reliable
3	Performance	0.843	>0.60	Reliable
4	Motivation	0.726	>0.60	Reliable

Source: data processed 2022

Based on the table above, it can be seen that each variable obtained a Cronbach alpha value > 0.60, so all variables can be said to be reliable.

3. Path Analysis

Based on the summary and coefficients of paths 1 and 2, it is known the magnitude of the direct effect, the indirect effect.

Table 5. Path Coefficient I

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.186	3.416		2.104	.040
	Leadership Style	.257	.109	.279	2.360	.022
	Compensation	.496	.125	.470	3.972	.000

a. Dependent Variable: Work Motivation

Source: data processed 2022

Based on the table above, the equation for path I is obtained as follows:

$$Z = 7.186 + 0.257 (X1) + 0.496 (X2)$$

- A constant number of 7.186 states that if there is no leadership style and compensation then employee motivation is 7.186
- Based on the value of $b_1 = 0.257$, it can be explained that if leadership is increased by one unit, employee motivation will increase by 0.257 units with the assumption that the other variables are constant.
- Based on the value of $b_2 = 0.496$, it can be explained that if the compensation is increased by one unit, the employee's work motivation will increase by 0.496 units with the assumption that the other variables are constant

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629a	.395	.371	3.05905

a. Predictors: (Constant), Compensation, Leadership Style

Source: data processed 2022

From the table above, it can be concluded that the R value of 0.629 indicates that the correlation/relationship between employees' work motivation with leadership style and compensation has a close relationship, it can be seen that $R = 0.629 > 0.5$. The adjusted R Square figure is 0.371 which is always smaller than R Square 0.395 so it can be said that the results of data processing from the two independent variables have a significant influence on the dependent variable. by leadership and compensation variables by 37%. As for the value of e_1 as follows:

$$e1 = \sqrt{1 - 0,395} = 0.778$$

Table 7. Path Coefficients II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,358	3.231		4.754	.000
	Leadership Style	.305	.104	.411	2,937	.005
	Compensation	-.177	.130	-.208	-1.36	.178
	Motivation	.211	.128	.261	1,644	.107

a. Dependent Variable: Performance

Source: data processed 2022

Based on the table above, the equation for path II is obtained as follows:

$$Y = 15.358 + 0.305 (X1) + (-0.177) (X2) + 0.211 (Z)$$

- The constant of 15.358 can provide an understanding that if there is no leadership, compensation and motivation, then the employee's performance is 15.358 units.
- The value of $b1 = 0.305$ gives an understanding that if leadership is increased by one unit, the employee's performance will increase by 0.305 units with the assumption that the other variables are constant.
- The value of $b2 = -0.177$ gives an understanding that if the compensation is increased by one unit, the employee's performance will decrease -0.177 units with the assumption that the other variables are constant.
- The value of $b3 = 0.211$ gives an understanding that if the compensation is increased by one unit, the employee's performance will increase by 0.211 units with the assumption that the other variables are constant.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503a	.253	.207	2.77320

a. Predictors: (Constant), Work Motivation, Leadership Style, Compensation

Source: data processed 2022

Based on the table above, the R value is 0.503, indicating that there is a strong relationship between employee motivation and leadership style and compensation. It can be seen that $R = 0,503 > 0,5$. The adjusted R Square number is 0.207 which is always smaller than the R Square 0.253. So it can be said that the results of data processing from the two independent variables have an influence on the dependent and significant variables. The test results are reinforced by the calculation of the coefficient of determination of 20%, meaning that the performance variable can be explained by the variables of leadership style, compensation and motivation of 20%. The value of e is as follows:

$$e2 = \sqrt{1 - 0,253} = 0.864$$

Based on the results of the analysis above, the values of direct influence, indirect influence and total influence between variables are as follows:

- direct influence of one variable to another can be seen from the standardized coefficients.
- The direct influence of the leadership style variable on the motivational variable
 $X1 \longrightarrow Z = 0.279$
 - The direct effect of the compensation variable on the motivational variable
 $X2 \longrightarrow Z = 0.470$
 - The direct influence of the leadership style variable on the performance variable
 $X1 \longrightarrow Y = 0.411$
 - The direct effect of the compensation variable on the performance variable

$$X2 \longrightarrow Y = - 0.208$$

e. The direct effect of motivational variables on performance variables

$$Z \longrightarrow Y = 0.261$$

Indirect Influence

a. Leadership style variable to motivation variable to performance variable

$$= 0.279 \times 0.261 = 0.073$$

b. Compensation variable to work motivation variable to performance variable

$$= 0.470 \times 0.261 = 0.123$$

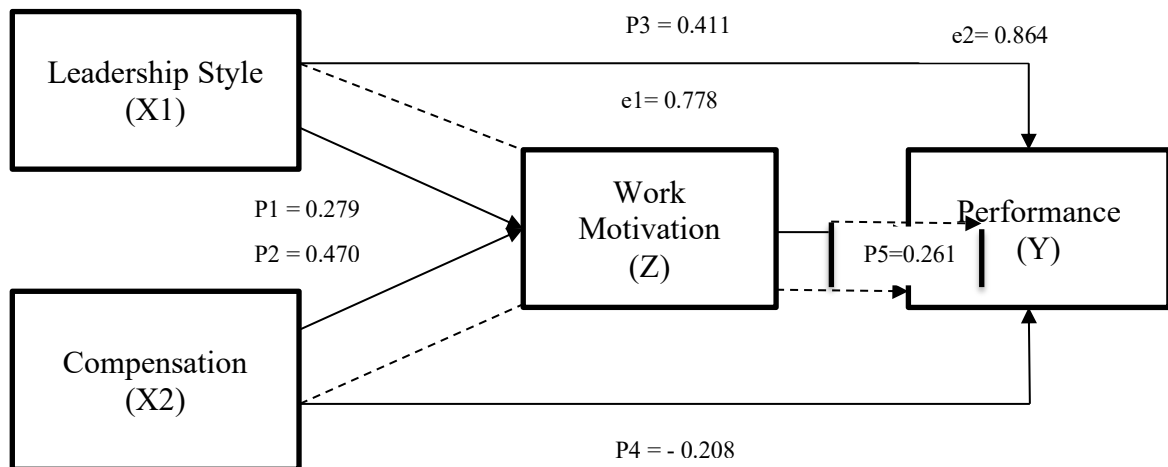


Figure 1. Path Analysis Model Significance

This path is said to be significant if the level of significant (sig) < 0.05
 So based on the test results where each significant is as follows:

Structure I

$$X1 = 0.022 < 0.05$$

$$X2 = 0.000 < 0.05$$

Structure II

$$X1 = 0.005 < 0.05$$

$$X2 = 0.178 > 0.05$$

$$Z = 0.107 > 0.05$$

To find out whether there is an effect of mediation, an online Sobel test is carried out as follows:

Table 9. Sobel Test Results Indirect Effect 1

Leadership style – work motivation – performance			
A	B	Sa	Sb
0.257	0.211	0.109	0.128
Test Statistics = 1.35099649			
Std. error = 0.04013852			
p-value = 0.17669656			

Source: data processed 2022

The table above shows the significance value or probability (p-value) of the indirect influence of leadership on performance mediated by work motivation of $0.176 > 0.05$, thus leadership style has no significant effect on employee performance through work motivation.

Table 10. Sobel Test Results Indirect Effect 2

Compensation– work motivation – performance			
A	B	Sa	Sb
0.496	0.211	0.125	0.128
Test Statistics = 1.52230061 Std. error = 0.06874858 p-value = 0.12793378			

Source: data processed 2022

The table above shows the significance value or probability (p-value) of the indirect effect of compensation on performance mediated by work motivation of $0.127 > 0.05$, thus compensation has no significant effect on employee performance through work motivation.

Hypothesis Test Results

Based on the results of the processed data above, the hypothesis testing of each variable in this study is as follows:

The Influence of Leadership Style on Employee Work Motivation

From the table above shows that the leadership style variable with t count (2.360) > t table (1.676) then it can be said that there is a positive influence between the leadership style variable and the work motivation variable. Significant value (sig) $0.022 < 0.05$, the leadership style variable has a positive and significant effect on employee motivation, so H1 is accepted.

The Effect of Compensation on Employee Work Motivation

From the table above shows that the compensation variable with t count (3.972) > t table (1.676) it can be said that there is a positive influence between the compensation variable on the work motivation variable. Significant value (sig) $0.000 < 0.05$, the compensation variable has a positive and significant effect on employee motivation, then H2 is accepted.

The Influence of Leadership Style on Employee Performance

From the table above shows that the leadership variable with t count (2.937) > t table (1.676) it can be said that there is a positive influence between leadership variables on employee performance. Significant value (sig) $0.005 < 0.05$, the leadership style variable has a positive and significant effect on employee performance, so H3 is accepted.

The Effect of Compensation on Employee Performance

From the table above shows that the compensation variable with t count (-1.365) < t table (1.676) it can be said that there is a negative influence between compensation variables on performance. Significant value (sig) $0.178 > 0.05$ then compensation has a negative but not significant effect between compensation variables on performance, then H4 is rejected.

The Effect of Work Motivation on Employee Performance

From the table above shows that the compensation variable with t count (1.644) < t table (1.676) it can be said that there is a positive influence between work motivation variables on performance. Significant value (sig) $0.107 > 0.05$ then there is a positive but not significant effect between work motivation variables on performance, then H5 is rejected.

Indirect Effect of Leadership Style on Performance Through Work Motivation

Leadership style can have a direct effect on employee performance but also, can have an indirect effect on employee performance through motivation as a mediation. The magnitude of the direct influence of leadership style on performance is (0.411) while the indirect effect is (0.073) it can be seen that the direct effect is greater than the indirect effect. The significance value obtained from the Sobel test is $0.176 > 0.05$, meaning that leadership style has a direct effect on performance through work motivation H6 is rejected.

Indirect Effect of Compensation on Performance Through Work Motivation

Compensation can have a direct effect on employee performance but also, can have an indirect effect on employee performance through motivation as a mediation. The magnitude of

the direct effect of compensation on performance is (-0.208) while the indirect effect of (0.122) can be seen that the indirect effect is greater than the direct effect. The significance value obtained from the Sobel test is $0.127 > 0.05$, meaning that compensation has an indirect effect on performance through motivation H7 is accepted.

DISCUSSION

The Influence of Leadership Style on Work Motivation

Leadership style has a positive and significant effect on work motivation. The leadership style here is democratic leadership. The leadership carried out by the leadership of PT Mitra Karsa Utama Makassar is perceived well by half of its employees so that this is what supports the increase in employee work motivation because one of the factors that can affect the low and high work motivation of employees is the leadership. The results of this study support the results of previous research conducted by Andri Saputra (2014) that leadership style has a positive and significant effect on work motivation.

The Effect of Compensation on Work Motivation

Tests on the compensation variable on work motivation show that there is a positive and significant effect on motivation. The results of this study support the results of previous research conducted by Wahyu Budi Priyanto (2016) which shows that compensation has a positive and significant effect on motivation. This means that the better the compensation provided by PT Mitra Karsa Utama Makassar, the higher the employee's work motivation. If compensation is given appropriately and correctly to employees, employees will get job satisfaction.

Influence of Leadership Style on Performance

The results of testing the leadership style variable on employee performance indicate that leadership style has a positive and significant effect on performance. The results of this study support the results of previous research conducted by Kadek Ary Setiawan (2016) showing that leadership style has a positive and significant effect on Karayawn performance, meaning that if employee performance can run well it is due to the influence of leadership style carried out by the leadership of PT Mitra Karsa Utama Makassar. . The leadership carried out by the leadership of PT Mitra Karsa Utama Makassar is perceived well by more than half of the employees so that this is what supports the performance of these employees.

Effect of Compensation on Performance

The results of the compensation test on employee performance show that compensation has a negative but not significant effect. The results of this study support previous research conducted by Zainuri (2018) which states that compensation has a negative but not significant effect on employee performance. The results of this study prove that compensation has no significant effect on employee performance and is not affected by periodic increases in compensation, which is most important for their employees to be able to get a job. The size of the compensation received has no effect on performance, this is because employees work not only to seek compensation.

The Effect of Work Motivation on Performance

The results of testing work motivation on employee performance show that work motivation has a positive but not significant effect on employee performance. This means that the motivation of employees is not necessarily able to influence the results of the employee's performance. The results of this study support previous research conducted by Raden Yohanes Luhur (2014) that work motivation has no significant effect on employee performance.

Indirect Influence of Leadership Style on Performance Through Work Motivation

Based on the test results, there is a direct influence between leadership style on employee performance through motivation. This is evidenced by the results of testing the direct influence which is greater than the indirect variable of leadership style on performance. The role of the leader is very important in improving the performance of its employees. The better the leadership style, the better the employee performance will be. Motivation can produce positive attitudes from employees so as to improve their performance. The results of this study support the results of previous research conducted by Mokhammad Yanuar Pradita (2017) that leadership style has a direct effect on performance mediated by work motivation.

Indirect Effect of Compensation on Performance Through Work Motivation

Based on the test results, there is an indirect effect between leadership on employee performance through motivation. This is evidenced by the results of testing the indirect effect which is greater than the direct effect of the compensation variable on performance. To be able to improve employee performance, it is not only the compensating-forming factors that must be considered but also the motivation-forming factors given by the company to get a better career. These results support previous research conducted by Anoki Herdian Dito (2010) that work motivation is able to mediate the relationship between compensation and employee performance.

CONCLUSION

Based on the results of the above analysis and discussion, it can be concluded that (1) Leadership style has a direct, positive and significant effect on employee work motivation at PT Mitra Karsa Utama Makassar, the better the leadership style possessed by a leader, the higher work motivation employees, (2) compensation has a direct, positive and significant effect on employee work motivation at PT Mitra Karsa Utama Makassar, showing the higher the compensation given, the higher the employee's work motivation, (3) leadership style has a direct, positive, and significant effect on employee performance at PT Mitra Karsa Utama Makassar, indicating the better the leadership style, the better the employee's performance,(4) Compensation has a negative but not significant effect on employee performance at PT Mitra Karsa Utama Makassar, so there is no significant relationship between compensation on employee performance, (5) Work motivation has a positive but not significant effect on employee performance at PT Mitra Karsa Utama Makassar , then the higher work motivation does not necessarily have an impact on employee performance, (6) Leadership style has a direct effect on performance through work motivation at PT Mitra Karsa Utama Makassar, then work motivation is not able to mediate leadership style compensation on employee performance, (7) Compensation indirectly affect performance through work motivation at PT Mitra Karsa Utama Makassar, then work motivation is able to mediate compensation on employee performance.

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