

THE INFLUENCE OF LEADERSHIP STYLE AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT. XYZ

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ABSTRACT

This research aims to determine the influence of leadership style and compensation on employee performance at PT. XYZ. Quality human resources are human resources who have high competence and skills that can advance the company because human resources greatly influence the economic development of a local and global company. That is why leadership style and compensation are important factors in human resource management because they will influence employee performance in a company. This research uses qualitative methods and literature study techniques. The results of research at PT XYZ show that Leadership Style and Compensation have a positive effect on employee performance. Suppose the leadership style and compensation program are felt to be fair and competitive by employees. In that case, it will be easier for the company to attract potential employees, retain them, and motivate employees to improve their performance further. Employees will be content if these two requirements are met. When employees are motivated, they will continue to improve their performance because they are satisfied, employees can optimize their abilities at work so that organizational objectives and worker needs will be accomplished together. However, if the leadership style and compensation are deemed unfair and unsatisfactory for employees, then employee performance will decline and ultimately affect the company's productivity.

Keywords : Leadership Style; Compensation; Employee performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan dan kompensasi terhadap kinerja karyawan pada PT. XYZ. Sumber daya manusia yang berkualitas adalah sumber daya manusia yang memiliki kompetensi tinggi dan keterampilan yang dapat memajukan Perusahaan, karena Sumber daya manusia sangat berpengaruh terhadap perkembangan perekonomian suatu perusahaan lokal maupun global. Itulah sebabnya mengapa gaya kepemimpinan dan kompensasi menjadi faktor penting dalam manajemen sumber daya manusia karena akan berpengaruh terhadap kinerja karyawan di sebuah Perusahaan. Penelitian ini menggunakan metode kualitatif dengan menggunakan teknik studi literature. Hasil dari penelitian pada PT XYZ menunjukkan bahwa Gaya Kepemimpinan dan Kompensasi berpengaruh positif terhadap kinerja karyawan. Jika gaya kepemimpinan dan program kompensasi dirasakan adil dan kompetitif oleh karyawan, maka perusahaan akan lebih mudah untuk menarik karyawan yang potensial, mempertahankannya dan memotivasi karyawan agar lebih meningkatkan kinerjanya, Apabila dua hal ini dapat dipenuhi,

maka karyawan akan merasa puas. Kepuasan akan memicu karyawan untuk terus meningkatkan kinerjanya, ketika karyawan memiliki semangat yang tinggi, karyawan akan mengoptimalkan kemampuan yang dimiliki dalam bekerja sehingga tujuan perusahaan maupun kebutuhan karyawan akan tercapai secara bersama. Namun jika gaya kepemimpinan dan kompensasi dirasa tidak adil dan kurang memuaskan bagi karyawan, maka kinerja karyawan akan menurun dan akhirnya berpengaruh terhadap produktifitas Perusahaan.

Kata kunci : Gaya Kepemimpinan; Kompensasi; Kinerja Karyawan

INTRODUCTION

Human resources are one of the biggest elements or parts of investment in an organization. Quality human resources are human resources who have high competence and skills that can advance the company. According to Widodo, (2011), an organization not only needs competent and skilled human resources, but it also needs employees who are dedicated to their jobs and want to do their best. This is because because the organization is set in stone by human elements or workers in accomplishing its objectives where HR is the fundamental figure in an association. Alimuddin, (2002), stated that to organize it requires a leader with a leadership style who can motivate employees to achieve maximum performance.

In carrying out his leadership role, a leader has his way, from the way he speaks, commands, and works, to his unique style, behavior, and character that differentiates the leader from other leaders. This lifestyle will color his behavior and leadership type. Some leaders are hard and repressive, not persuasive, so subordinates work with fear, some leaders have a gentle style and are usually liked by subordinates. The success or failure of the organization that a leader leads is indicative of his or her performance.

Raph White and Ronald Lippitt express that initiative style is a style utilized by a pioneer to impact subordinates. The leadership styles are: Autocratic leadership style which is based on power in one's hands, democratic leadership style only gives orders after prior consultation with subordinates, laissez faire leadership style never controls its subordinates completely. The term style is generally equivalent to the technique utilized by a pioneer to impact his devotees. The initiative of an association needs to foster staff and construct an inspirational environment that produces elevated degrees of efficiency, so pioneers need to contemplate their administration style.

According to Saiful (Hasibuan, 2020), a leader's leadership style is a way to influence subordinates' behavior so that they are willing to cooperate and work

productively to achieve organizational goals. One leader is different from another leader and cannot be forced to be the same as another leader, and it is not a requirement that a leadership style is good or bad and should not be compared to other leadership styles.

According to Andrew E. Sikula, the wage or salary administration process (at times called remuneration) includes thought or equilibrium of estimations. Direct cash payments, indirect payments in the form of benefits for employees, and incentives to encourage hard work and high productivity are all forms of compensation. Remuneration is a type of cost that must be incurred by an organization in the hope that the organization will receive a reward in the form of work performance from employees. Compensation is payment received by an employee as compensation for their work or commitment.

1. The remuneration parts includes: Pay is compensation as cash that a worker gets as an outcome of his situation as a representative as a worker who contributes energy and contemplation to accomplishing organization objectives.
2. Compensation is immediate monetary prizes paid to representatives given, the number of products created, or the number of administrations given. So dissimilar to compensations which are generally fixed, how much wages can change contingent upon the result delivered.
3. Employees who perform above predetermined standards are eligible for direct incentives. Impetuses are one more type of direct wage outside wages and pay rates which are fixed remuneration, which is normally called execution based pay.

According to Handoko, (Fauziah, et al, 2016) Pay is all that representatives get as compensation for their work. The reward that employees receive as payment for all of the work they do for the company is known as compensation.

Considering past investigations in regards to the Impact of Remuneration on Representative Execution at Damai Engine Bandar Lampung Catherine Nathania (2016), all the while has a positive or (huge) effect on worker execution Research as indicated by Ramayana (2018) with the title "The Influence of Compensation on Employee Performance at the Makassar City Trade Office". The results of this research were obtained from a questionnaire of 0.236, where these outcomes show that pay decidedly affects representative execution at the Makassar City Exchange Office. Research according to Edi Nugroho (2013) with the title "The Effect of Compensation on

Employee Performance at the Manado Geophysical Station BMKG Office". According to the findings of this study, the contribution that variable X (compensation) makes to variable Y (employee performance) is 57.76 percent, with other variables accounting for the remaining 42.24 percent. Research according to Arif Teguh Nugroho (2018) entitled "The Influence of Leadership Style, Motivation and Loyalty on Employee Performance" with results stating that leadership style does not affect employee performance, while motivation and loyalty have a positive and significant influence on employee performance. Research according to Choirul Anwar (2021) entitled "Leadership Role to Improve Employee Performance". Choirul Anwar's research, titled "Leadership Role to Improve Employee Performance," was published in 2021. The consequences of the exploration show that restrained initiative affects worker execution at the Al-Abidin Surakarta Establishment. Research according to Ni Wayan Mujiati et al (2016) with the title "The Influence of Leadership Style and Compensation on Employee Performance of PT. Astra Honda Nusa Dua Bandung Regency". The exploration results make sense of that initiative style emphatically and essentially influence representative execution. This demonstrates a significant increase in the positive and significant influence on performance. Remuneration factors significantly affect representative execution. This shows that representative presentation will increment altogether if fair and fitting remuneration is given to workers.

Employee performance has essential integrity in an organization or company because all employees will help the work in the company to be completed quickly, of course with good results. Still, employees have different work productivity because that is why good relationships are needed between leaders and subordinates. good conditions will arise. Likewise, if the leadership style is not good for employees, misunderstandings will be created and this will impact the employee's productivity. According to Jepry and Nanda (Rachmawati, 2020), According to the employee's role in a company, performance is the real attitude and behavior of an employee in displaying his performance as proof of achievement. Employees have an important role in a company or organization because all employees will help the work in the company to be completed more quickly with good results. Still, employees have different work creativity because that is why good relationships are needed between leaders and subordinates. good conditions will arise. Likewise, if the leadership style is not good

towards employees, misunderstandings will be created and this will impact the employee's productivity.

Employee performance is the result of the work of Nabawi employees (2019). The work results achieved must be professional with the employee's job duties and responsibilities, paying attention to rules, ethics, and virtue in achieving organizational goals as well as possible Muis (2018). Increasing employee performance will encourage organizational progress within the organization so that it can survive in turbulent job competition. Low employee performance is a concern for every institution because it affects the quality and quantity of the institution in facing competition. As indicated by Mangkunegara (2017:67), effective execution as far as quality and amount is accomplished by a representative in completing his obligations by the weight given to him.

The phenomenon that occurs at PT. XYZ still applies a bureaucratic leadership style. This affects different representatives who are less roused to succeed and function admirably, representatives just work to satisfy their commitments to the organization. Employees are expected to perform at a high level by the company's standards and goals, but the company pays little attention to factors that influence performance, such as employee satisfaction at work, for example, leadership that is still not good and compensation that is still below standard and not so that it does not meet employee expectations. Management's lack of attention to these matters results in less-than-optimal employee performance. A good leadership style will provide satisfaction to employees which ultimately makes the employee's performance more productive.

Apart from leadership style, another factor that influences employee performance is compensation. The phenomenon of compensation at PT. XYZ shows that compensation is one of the variables that impact representative execution, including that the compensation system implemented is also limited to basic salary and allowances. The system for providing prizes, bonuses, and awards for employees who excel has not been implemented by management. and the unfair compensation system implemented by management is thought to cause the level of employee job satisfaction to be less than optimal. Many employees feel dissatisfied with existing leadership and compensation. If employee job satisfaction is not met, it will make employees less enthusiastic about working. It would be better to create a better compensation system

because it is very important for human resource management to attract and retain employees who have good potential. Furthermore, the company's compensation system has a high effect on fundamental performance. Therefore, there is a need for incentives to motivate employees so that employee performance increases.

Based on the explanation above, researchers are interested in raising this issue in a study entitled "The Influence of Leadership Style and Compensation on Employee Performance at PT. XYZ". In line with these problems, researchers are also interested in studying more deeply the conditions of employees as well as the influence and improvement of employee performance at PT. XYZ.

METHODS

The methods used to solve a problem that will be studied in a study are called research methods. The researchers used qualitative research methods to write this article. Research that focuses on the quality or essentials of a product or service's nature is called qualitative research. The central thing about a thing or administration as a social occurrence/peculiarity/suggestive is the insight behind the episode which can be utilized as the principal reference for the improvement of a thought and hypothetical idea.

In keeping with this, the researchers used descriptive qualitative research, specifically literature study methods. A writing study is an exploration procedure completed to truly investigate and screen an issue to be explored. Secondary data sources like books, archives, documents, articles, and papers will be used by researchers. As a result, the article "The Influence of Leadership Style and Compensation on Employee Performance at PT" XYZ" will utilize this procedure to get information and realities that apply to the issue above.

RESULT AND DISCUSSION

Result

The Influence of Leadership Style on Employee Performance

Leadership style is the attitude or behavior of a leader in carrying out his leadership, namely influencing people to carry out their work better to achieve the goals set in the plan. According to Mulyasa (2009) in Busro (2020:225) says that leadership style is a technique used by a leader to influence his followers, while Rivai and Mulyadi (2009) also in Busro say that leadership style is a style that can maximize productivity and satisfaction. work, growth, and easy to adapt to all situations. Meanwhile, according

to Robbins in Agustin et al., (2019) states that Leadership Style is a method used by a person to influence a group towards achieving goals.

Leadership styles can be classified into various types or forms suggested by several opinions by experts, as follows:

- a) Autocratic/Dictatorial Leadership Type, namely leadership whose satisfaction and power are focused only on oneself. Leaders have power and commitment. This type of autocratic leader does not like criticism, suggestions, opinions, and decisions from people inside and outside the organization.
- b) Militaristic Leadership Type, namely leadership can be seen from instructions in moving subordinates. The militaristic type of leader is too protective of his authority and position, ultimately always wanting to be respected, respected, and appreciated by his subordinates, which results in a lack of communication and being stiff with his subordinates.
- c) Paternalistic Leadership Type, namely a leader who believes that his leadership will provide hope for his subordinates, who hope to be a role model or "Father" for his subordinates. This type of leader is generally a person who is elder and respected, whether he becomes a leader because of a certain group or caste, and/or based on his descent from a tribal leader.
- d) Participative Leadership Type, namely leadership that decentralizes authority. This type of leader always involves his subordinates in working to achieve goals.
- e) Laissez Faire Leadership Type, is a leadership style that gives subordinates freedom to make decisions and is free to complete work in whatever way is deemed appropriate, without any pressure or restrictions.
- f) Free-rein leadership Type, namely leadership that tends to choose a passive role and avoids power and responsibility. This type of leader only plays a small role and thinks more about his interests. In running an organization, this type of leadership is felt to be less effective and efficient in facing challenges and competition.
- g) Charismatic Leadership Type, namely an individual characteristic of a leader. This type of leadership has a special charm or aura so that it gets a lot of support and is accepted by its subordinates.
- h) Democratic Leadership Type, namely leadership that provides freedom of opinion, allows subordinates to provide input on decisions to reach an agreement, and provides

feedback as an opportunity and opportunity to train employees' talents. This type of leader always tries to teach and stimulate the thinking, creativity, and innovation of all his subordinates.

Leadership is extremely vital if an association has any desire to find success. Also, great laborers generally need to know how they can add to accomplishing hierarchical objectives, and in any event, energetic specialists need authority as the reason for outside inspiration to keep their objectives as one with authoritative objectives. Aside from that, an association can run well since it is impacted by the connections inside it, both with individual workers and with its chiefs. The job of administration is vital and central in an organization or association as one of the determinants of outcome in accomplishing the mission, vision, and objectives of an organization or association. Initiative style on execution, it tends to be reasoned that administration style impacts worker execution.

The Effect of Compensation on Employee Performance

Compensation is a term related to financial rewards received by people through their employee relationship with an organization. According to Jefrianus and Farlane (2018), good compensation in the company will have a positive impact on the company. Employees are more likely to give their best effort to the company if they are compensated for their work. This means that the better the compensation the company provides to employees, the more employee performance will increase.

Talking about compensation policies, generally, they only focus on the amount paid to employees. If the amount of compensation is sufficient, it means it is adequate and good. The problem is not that simple, because if it is adequate according to the company's point of view, it may not necessarily be felt as sufficient by the employee concerned. According to Nitisemito (1996), the influence of compensation on employees is very large. High morale, anxiety, and employee loyalty are greatly influenced by the amount of compensation. In general, the work strikes that frequently occur in our country are mostly caused by wage issues.

The significance of pay as a mark of fulfillment at work is hard to gauge since representative perspectives concerning cash or direct rewards appear to be exceptionally abstract and maybe something extremely average in the business, but the existence of suspicion, and unfairness, in providing wages or salaries, is a source of employee

dissatisfaction with compensation which can ultimately lead to disputes. Because dissatisfaction with compensation has an impact on employee performance, complaints occur, work strikes occur, and can lead to physical and psychological attitudes and behavior, such as increasing employee absenteeism (absent from work) and not complying with regulations, which has an impact on employee psychology. On the other hand, if there is excessive compensation, it will also result in companies and individuals reducing their competitiveness and causing disputes and unhealthy competition, feelings of guilt, and an uncomfortable work atmosphere among employees.

The Influence of Leadership Style and Compensation on Employee Performance at PT. XYZ

Directing and coordinating representatives with the goal that they can attempt to accomplish organizational goals and create employee satisfaction at work are the duties and responsibilities of organizational leaders. Therefore, leaders are needed who can be drivers of change or innovators for the progress of the organization issue of leadership style is intriguing and has a significant impact on the long-term viability of organizational life. According to Riko & Susanti (2019), leadership is the ability to influence others positively so that they work together to achieve goals. Personal job satisfaction and the performance of the unit as a whole will rise as a result of an effective leadership style for managing human resources. This will have an impact on the performance of the company as a whole.

According to Gomez-Mejia, et al., (1995); Schuler and Jackson (1999); and Luthans (1998), The following are the three main components of total compensation:

1. Essential remuneration, is paid in fixed installments, in particular, the sum and time are fixed. Wages and salaries are two examples.
2. Compensation that has varying amounts and/or uncertain payment dates is referred to as variable compensation. This variable pay is given as an honor to representatives who succeed and function admirably. One of the variable pay is impetus installments to people and gatherings, gainsharing, rewards, benefit sharing, worker stock-possession plans, and investment opportunity plans.
3. The last part of all-out pay is helping frequently likewise called circuitous remuneration. These elements consist of:
 - a. Social security, unemployment, and disability are called general protection

- b. Pensions, savings, additional severance pay, and insurance are called personal protection
- c. Fixed installments are given while not working, for example, during preparation, work leave, disease, holidays, and individual occasions
- d. Legal assistance, elder care, child care, health programs, and counseling are called life cycle benefits.

As a general rule, the remuneration given by an organization doesn't necessarily incorporate a wide range of pay as depicted previously. Salaries can change and are usually based on the assessment of a company leader and management regarding whether a particular type of salary is important to provide to workers and is also adjusted to the capacity of the company concerned. There are as yet many organizations here that just give fundamental pay. Although some have provided variable compensation, such as profit sharing and bonuses, the calculations are still opaque. For indirect compensation, generally, just huge scope organizations have executed this program.

Compensation in the real form such as basic and variable compensation for employees is very important because with this compensation they can meet their daily needs directly. especially physiological needs. Thus, with the compensation received, employees also have the hope that the compensation received is by the assessment of the performance that has been given to the organization or a company. Employees also hope that the compensation is practically identical to that given by the organization to different workers, who as they would see it have similar capacities and execution as themselves.

If representative assumptions regarding wages can be recognized by the organization, then workers will feel that they are treated appropriately by the organization. As stated by Siagian (1995), a sense of justice can make workers happy with the salary they receive. Apart from that, the organization also believes that the satisfaction felt by employees will encourage these employees to further develop their presentations so that organizational goals can be achieved. An organization will not only achieve its goals but will also meet the needs of its employees if this is understood.

Leadership Style and Compensation are quite closely related to Employee Performance. According to Dimas Setiawan and Arif (2023), the connection between

initiative style, work compensation, and performance of employees has a positive influence on performance, meaning that when employees have high motivation, employees can optimize their abilities at work. This condition causes employee work results to increase. Likewise, employees will have low motivation if they feel the leadership style and compensation are not in line with their expectations.

If the authority style and pay program are seen as fair and cutthroat by representatives, it will be more straightforward for the organization to draw in expected workers, hold them, and spur representatives to additionally work on their presentation, so efficiency increments and the organization can deliver items at serious costs. Eventually, the organization succeeds in the contest, but on the other hand can keep up with its endurance, and is even ready to increment productivity and foster its business.

Discussion

Leadership style is the paradigm and temperament (words and activities) of a pioneer that is felt by his subordinates. The leadership style provided by the leader of PT. This has an impact on employees who are less motivated to achieve and work well, employees only work to fulfill their obligations to the company. Employees are required to work well by the company, by the rules and targets set by the company, however, things that can influence the degree of worker execution and job satisfaction are given less attention by the company. The progress of a company will depend on its leaders in managing the organization, because of loyalty and discipline. Employees will provide support to leaders who are responsible and highly dedicated.

Apart from that, compensation also greatly influences employee performance at PT. XYZ. The compensation system implemented is also limited to basic salary and allowances. The system for providing prizes, bonuses, and awards for employees who excel has not been implemented by management. The unfair compensation system implemented by management is thought to cause the level of employee job satisfaction to be less than optimal. Compensation plays an important role in improving employee performance, one of the main reasons a person works is to meet their living needs. Someone will work optimally to receive appropriate compensation. So compensation is also a motivational factor for employee performance. Employee efforts to improve their performance are supported by higher compensation packages from the company. On the other hand, employee performance in the company will suffer because of their

perception that the compensation they receive, both financial and non-financial, is not commensurate with what they receive if it is lower or even below average and not commensurate with what is given to the organization.

So leadership style and compensation greatly influence the performance of PT. The better the leadership and compensation provided by the Company, the more motivated employees will be to work with a happy heart, and more importantly, achieve high productivity and performance because there is also high job satisfaction, hence efficiency increments and the Organization can create quality items at serious costs.

CONCLUSIONS

For organizations, workers are one of the necessary assets to accomplish organization objectives. The performance of employees is positively impacted by leadership style. If the leadership style towards employees is further improved, then employee performance will also increase, and vice versa, if the leadership given to employees is low then employee performance will decrease. Employees are rewarded by their employers by way of compensation for performing the tasks and responsibilities that have been assigned to them to achieve company objectives. When offering compensation, businesses must keep two things in mind. First, the employee needs to think that the compensation is fair, and second, the amount should be similar to what the employee expects. Employees will be content if these two requirements are met. Employees will continue to improve their performance if they are satisfied, resulting in the achievement of both organizational goals and worker requirements.

Leadership style and compensation are very important for the development of the Company because they greatly influence employee performance at PT. XYZ. Fulfilling a leadership style that is oriented towards good relationships with employees will improve the performance of employees and give pay that is felt to be fair and cutthroat by representatives, so worker execution will be great and increment. In like manner, on the off chance that the authority style and remuneration are felt to be out of line and unsuitable for workers, then employee performance will decrease and ultimately affect the company's productivity.

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