

The Effect of Leadership, Motivation and Job Satisfaction on Employee Performance and Compensation as Moderation Variables

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ABSTRACT

Keywords:

*Leadership;
Motivation;
Job Satisfaction;
Employee
engagement;
compensation*

This study aims to examine the influence of leadership, motivation and job satisfaction on employee performance and compensation as a moderation variable of the study on CV. Citiplan in Malang Regency. The sampling technique uses a saturated sampling technique, with all employee of CV. Citiplan which is 47 respondents. The analytical tool used is a moderated regression analysis using SPSS. The instrument in this study is the validity test of the reliability test, the test of classical assumptions. U ji Hypothesis using the T test and uji F using SPSS. The results showed that leadership has a significant influence on employee performance, motivation has a significant influence on employee performance, job satisfaction has a significant influence on employee performance. Leadership, motivation, job satisfaction has a positive and significant influence on employee performance. Compensation moderates on the influence of leadership, motivation, work integrity on employee performance.

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INTRODUCTION

Human resources are an important role in the continuity of the company. Edy (2016) stated that human resource management is planning, organizing, supervising to achieve good company goals. The success factor of an enterprise is influenced by the level of performance of employees and leadership style, leadership is also a very significant influence in the company. Human resources have a very important role not

only in the success of a company, but also in the success of various performance sectors within the company.

Simajuntak (2011) states that performance is the result of a job that has occurred. Company performance is the level of achievement that has been completed within the company or organization by maintaining the sustainability of the company's life and realized by employees in the company. So that the results achieved by the company will depend on the work of employees. In other words, the effectiveness of the company depends on the effectiveness of the employees. The synergy between these employees will be able to achieve a high level of work results, such as the needs faced by leaders in managing the company.

Leadership is fundamental in analyzing the processes and dynamics of a company. According to Kasmir (2016) stated that leadership is the leadership style of a leader to lead employees in the company with the same goal. The results of Muchtar and Rachmat's research (2019) Show that leadership is an important factor to determine the success and failure of performance. From the results of this study, leadership does not moderate performance. Leadership shows a negative and insignificant influence on employee performance. While Nasution and Ichsan (2021); Girsang and Syahril (2021); Tirtayasa (2019) stated that leadership has a positive and significant impact. In this case, leadership has an important role in the company so that later the company can compete with other companies, so that there will be no obstacles within the company either in selling products or services owned by the company. A leader not only has a leader spirit but must also be able to motivate employees to be able to work better in the company.

Motivation, is the encouragement from within oneself as well as from others to achieve something that is the target of the individual or the target of work. Edy (2016). If the employee is well motivated, he will work on his responsibilities in accordance with the targets set by the director. According to Jackson (2011) motivation is a personal desire that exists within a person and causes that person to take action. Meanwhile, Rivai (2015) argues that motivation is an attitude and value that affects individual desires in achieving their goals. Casale and Zhu (2015); Syahril (2021); Kristianti et al (2021) stated that it is a motivation to have a positional and significant impact on employee performance. Salutondok and Soegoto (2015) stated that motivation does not have a significant influence on employee performance. In terms of motivation, it can cause or encourage the spirit within a person to complete his responsibilities either within the organization or the individual. If the employee has received motivation in himself, it will cause a sense of satisfaction at work.

Job satisfaction is a person's perspective on positive or negative Robbins (2015). Job satisfaction is not how hard or how well employees work, but how much someone likes to do their job. Job satisfaction is related to attitude, pleasure, feelings in doing work. Thus it is known that satisfaction in work is seen from how happy the person is to do their work in terms of the results of their work. Iskandar (2012) stated that work skills are a person's feelings and studies in completing work, especially in

their work whether their work is able to provide the desired results. Rizki Rahmawani, Girsang, and Syahrial (2021); Sembiring and Tanjung (2021); Onsardi and Juita (2020) stated that job satisfaction has a positive and significant impact on employee performance. Putrana, Fathoni, and Warso (2016) stated that job satisfaction does not have a positive impact on employee performance. Job satisfaction we cannot see how hard a person works or completes his work, but how happy or loyal someone is in interrupting the work in this case can be seen from the results of the work whether it is in accordance with the company's target, job satisfaction has an impact on the compensation given by the company if the compensation given by the company is not appropriate will cause new problems in the company that result in employee performance in the company.

Compensation is everything that an employee receives as a form of repayment for what he has done Handoko (2016) states compensation is that employees view compensation as a form of recompense for them for what they have done in a company or organization. Muhamad Ekhsan and Septian (2021); Sugiono, Efendi, and Al-Afgani (2019); Alfiansyah (2017) states that compensation has a significant and positive impact on employee performance.

CV. Citiplan is a company engaged in construction construction, checking, etc. In getting a CV. Citiplan job follows the tander which is to make an offer for available work if there is an agreement with the relevant agency then CV. Citiplan will take care of the work permit. However, based on surve researchers found indications of lack of optimality in terms of leadership, motivation, job satisfaction in the absence of work that has not been completed on time. Based on the results of a survey conducted by researchers found work that has not been completed on time:

Table 1. Types of Jobs

No	Job Name	Information	Constraints
1	Pengecatan Rumah Sakit Kanjuruhan	Not finished	Volume error with the handyman
2	Caffe vores cangar	Not finished	Slow delivery of building materials
3	Gedung serba guna Kepanjen	Not finished	Less effective labor
4	Gedung serba guna Bululawang	Not finished	Management of work permits

Source: CV. Citiplan

Based on the table above during 2021, there are jobs that have not been completed on time. CV. Citiplan shows that there are problems related to employee performance. From the results of interviews with CV employees. Citiplan researchers found a problem that occurred that there was no compensation from the company in the form of bonuses, health benefits, promotions. The impact of compensation is very important for employees to bring out motivation in work and job satisfaction. compensation that is in the CV. Citiplan is in the form of a monthly salary so that it

has an impact on employee performance. In this case, of course, it will make the company's productivity level decrease and will cause new problems within the company. (1) To analyze the effect of leadership on employee performance. (2) To analyze the effect of motivation on employee performance. (3) To analyze the effect of job satisfaction on employee performance. (4) To analyze the simultaneous influence of leadership, motivation and job satisfaction on employee performance. (5) To analyze compensation as moderation on the effect of leadership on employee performance. (6) To analyze compensation as moderation on the effect of motivation on employee performance. (7) To analyze compensation as moderation on the effect of job satisfaction on employee performance.

LITERATURE REVIEW

A leader must be fair and understand the needs of his employees so that employees do not feel discriminated against or forced to perform their duties or work. Leadership according to Kartono (2017) is influencing, motivating and allowing others to do something relatively positive. According to Edy (2016) as a process to direct or influence individuals to achieve company goals.

Motivation comes from the word motive which means encouragement. Thus motivation is a condition that causes the individual to carry out an alteration or activity in the conscious state of Wilson (2012). According to Robbins (2015) a process that explains the intensity, direction and perseverance of the individual to achieve his goals. As stated by Hasibuan (2016) that the objectives of work motivation are as follows: further develop the determination of representatives and fulfillment of work, increase employee efficiency, maintain the solidity of company workers, develop employee discipline, and facilitate employee acquisition. create a decent environment and working relationships, increase devotion, inventiveness, and representative interests, increase the level of assistance of government representatives, increase the sense of obligation of representatives to their obligations, work on the productivity of the use of natural instruments and materials.

Robbins (2015) stated that a good tendency about performances occurs due to the assessment of organizational quality. Mangkunegara (2013) states that job fulfillment is a tendency of employees related to their condition and organizational circumstances. Edy (2016) also argues that job satisfaction is a mentality related to the state of work or workplace in an organization. Every employee who works certainly expects the fulfillment of the results he gets from where he works, in the fulfillment of the work of each individual is positively unique, thus a pioneer does not need to be the same in seeing his workers feel fulfilled working by looking at several variables to see the worker fulfilled or not: salary, work environment, inspiration, encouragement.

Basically, performance has a variety of perspectives or opinions from experts. The performance presented by Edison Emron (2016) states the results that exist in a process that is used as a reference in the specified period based on the agreement and provisions that have been made at the beginning. Hasibuan (2016) states that performance is a

consequence of employee work in carrying out obligations in completing work in terms of ability, experience, truth and time. Ricardianto (2018) stated that performance is a depiction of the level of achievement of employees in completing strategies in achieving targets that include the vision and mission of the organization / company.

Kadarisman (2012) stated that compensation is an award to employees who deserve work and service achievements with organizational goals that have been achieved in order to achieve company goals. The amount of appreciation or reward that employees will get is already known from the beginning this is what motivates employees to achieve company targets so that employees get more wages to support his life and that of his family. Handoko (2016) stated everything that is given to employees as a sign of reply to what has been achieved.

Dependent variables (bound) are variables that are influenced or that become a result due to the existence of free variables, Sugiyono (2016). The dependent variable indicates whether there is an influence that the independent variables (leadership, motivation, employee satisfaction) have on the dependent variable (employee performance). The direct relationship between independent and dependent variables is likely influenced by other variables. Among them are moderating variables, which are types of variables that strengthen or weaken the relationship of independent variables to dependent variables Sugiyono (2016). The nature of the relationship between the dependent variable and the dependent variable is likely to be positive or negative, this depends on the variable of moderation as an influencing variable.

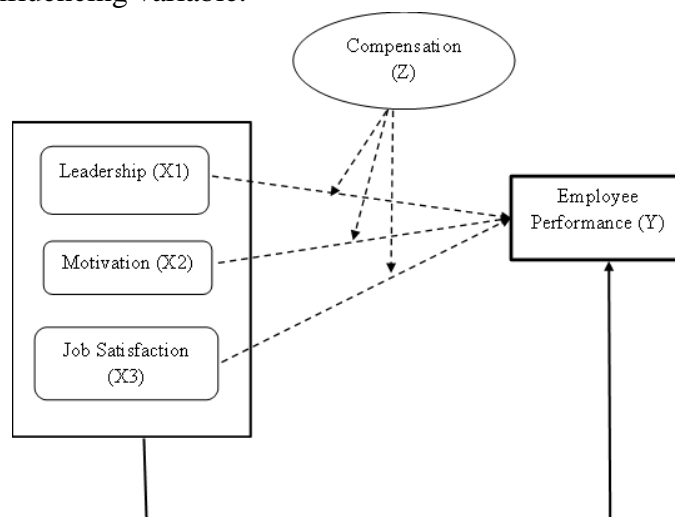


Figure 1. Conceptual Framework

RESEARCH METHOD

This type of research uses quantitative methods. Sugiyono (2016) quantitative research method is a research method based on the philosophy of *positivism*, used to research on certain populations or samples, data collection using instruments with the aim of testing predetermined hypotheses. Population is an area or generalization consisting of an object and subjects that have certain qualities and characteristics set by the researcher

to be studied or studied which is then to draw conclusions. Sugiyono (2015). The population in this study is all employees in the CV. Citiplan totaled 47 people.

According to Arikunto (2012) if the total population is less than 100 people, then the number of samples is taken as a whole, but if the population is more than 100 people, then it can be taken 10-15 % or 20-25% of the total population. Based on this study, because the number was less than 100 respondents, the researchers took 100% of the total population in the CV. Citiplan was 47 respondents. So, the sample was 47 respondents. In this study, researchers used the *Saturated Sampling* method, which is a sample determination technique if all members of the population are used as samples (Sugiyono (2012).

RESULT AND DISCUSSION

A total of 47 respondents are used in this study that can indicate some characteristics. Respondents were dominated by women with a total 16 respondent and income 3-5 Million years with total 29 respondent. Most of respondent have been service life 3-5 with a total 1-3 years. Another characteristic described in Table 2:

Table 2. Characteristics of Respondents

Gender	Amount of Respondent
Man	31
Woman	16
Service Life	Amount of Respondent
1-3 Years	23
4-6 Years	16
7-10 years	8
Education Background	Amount of Respondent
Elementary School	0
Junior High School	7
Senior High School	12
S1	25
S2	3
S3	0
Income	Amount of Respondent
1-3 Million	18
3-5 Million	29

Source: Primary Data Processed, 2022

Based on the validity test X1 leadership has indicators, X2 motivation has 4 indicators, X3 job satisfaction has 4 indicators, Z compensation has 3 indicators, and Y employee performance has 5 indicators. Of all variables can be said to be valid because the R Table > R value and the significance value < 0.05. Of all the variables, the *Cronbach Alpha* coefficient is greater than the value of 0.6 so that it can be stated that the data above is reliable and can be used as a research tool.

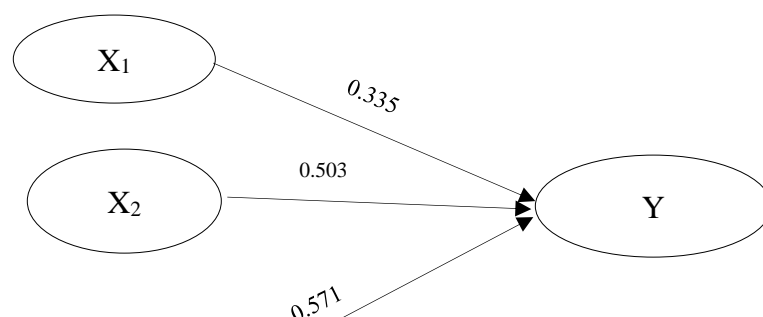


Figure 2. Multiple linear regression

Source: Primary data processed, 2022

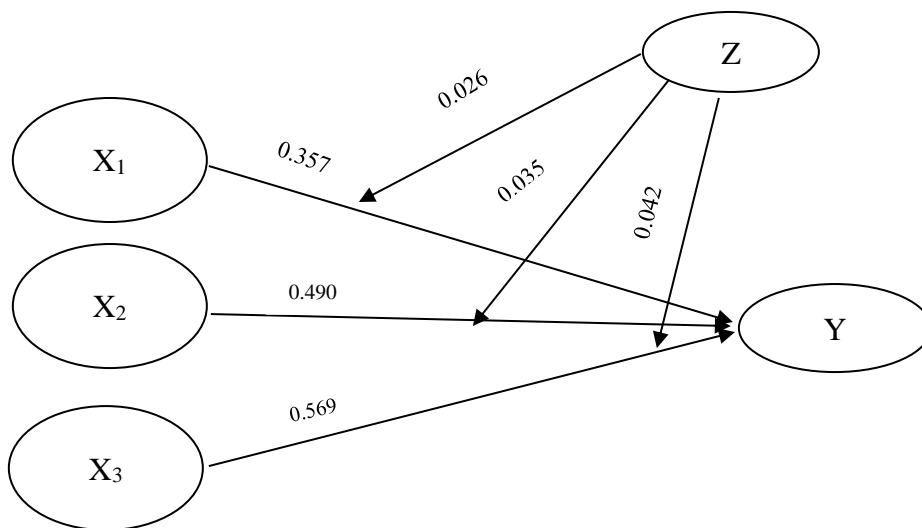


Figure 3. Moderated Regression Analysis (MRA)

Source: Primary data processed, 2022

There are two R^2 s, namely a multiple linear regression test of 0.845 which means that it is normally distributed between leadership variables X1 motivation X2, job satisfaction X3 to employee performance 84.5% while the remaining 15.5% was due to other variables outside the study. While *Moderated Regression Analysis* (MRA) of 0.872 which means normal distribution between leadership variables moderated compensation X1*Z motivation moderated compensation X2*Z job satisfaction moderated compensation X3*Z to employee performance by 87.2%. While the remaining 12.8% was due to other variables outside the study.

Table 3. T-test

Variable	T count	T table	Sign
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X ₁	2.954	1.678	0.005
X ₂	4.141	1.678	0.000
X ₃	5.046	1.678	0.000
X ₁ *Z	2.916	1.678	0.006
X ₂ *Z	3.577	1.678	0.001
X ₃ *Z	4.699	1.678	0.000

Source: Primary data processed, 2022

Table 4: F-test

Variable	F Value	F table	Sig
X1 X2 X3	14.512	4.05	0.000

Source: Primary data processed, 2022

The results of this study prove that leadership has an influence on employee performance with significant results then H¹ is accepted. This research is in accordance with research conducted by Dewi (2021); Farida (2021); Leonardi et al. (2021) that leadership has a significant effect on employee performance. This means that the better the leadership, the higher the employee's performance. This research is in accordance with research conducted by Dewi (2021); Farida (2021); Leonardi et al. (2021) that leadership has a significant impact on employee performance and is reinforced by the theory cited by Robbins (2015) leadership is the ability to influence others to achieve company goals.

The results of this study prove that motivation has an influence on employee performance, then H² is accepted, this research is in accordance with research conducted by Susila (2021); Setyawan et al. (2021); Gusti, Rawi, and Sofia (2021) that motivation has a significant effect on employee performance. which means that if the company increases employee motivation, it will improve employee performance. This means that if the company increases employee motivation, it will improve employee performance and is strengthened by the theory cited by Afandi (2018) the desire that arises from within, the environment of a person or individual because it is inspired, encouraged and encouraged to do work happily so as to get good and quality results.

The results of this study prove that job satisfaction has an influence on employee performance, so H³ is accepted. This research is in accordance with research conducted by Kanivia, Fitriana Ayu Lestari, and Abdullah (2021); Alfiansyah (2017); Deni Candra Purba, Victor P.K Lengkong (2019) stated that job satisfaction has a significant effect on employee performance. This means that the higher job satisfaction, the more it will improve employee performance. This research is in accordance with the research conducted by Kanivia, Fitriana Ayu Lestari, and Abdullah (2021); Alfiansyah (2017); Deni Candra Purba, Victor P.K Lengkong (2019) stated that job satisfaction has a significant effect on employee performance. This means that job satisfaction will increase employee performance, so the company must pay attention to employees because if employees are more satisfied, it will improve employee performance and be

strengthened. Hamali (2016) job satisfaction an employee's attitude towards work related to the work situation.

The results of the study, showed that leadership motivation for job satisfaction simultaneously has a positive and significant effect on employee performance, then H⁴ is accepted. This research is in accordance with research conducted by Noor and Agustina (2019); Roy saputra *et al.* (2019); Yurmanius (2019) states that leadership, motivation, job satisfaction simultaneously have a significant effect on employee performance. This means that simultaneously the better the leadership of the job satisfaction strategy, the more it will improve employee performance. This research is in accordance with research conducted by Noor and Agustina (2019); Roy saputra *et al.* (2019); Yurmanius (2019) states that leadership, motivation, job satisfaction simultaneously have a significant effect on employee performance and are strengthened by the theory cited. Robbins (2015) stated that employee work is an outcome that has been achieved by employees in their work according to certain criteria within the company.

The results of this study prove that the compensation variable is able to moderate the leadership variable to employee performance, then H⁵ is received, which means that the better the compensation received by the leader, the more it will increase employee performance. This research is in accordance with the research conducted by Suryanto (2020); Miswanto, Purwasari, and Rohman (2021) stated that compensation moderates leadership to employee performance and is strengthened by the theory cited. Dewi (2015) stated that compensation is referred to as compensation for employees in the form of financial or non-financial that is feasible and fair in return to employees for what is has already been given to the company.

The results of this study prove that the compensation variable is able to moderate the motivation variable on employee performance, then H⁶ is received, which means that the better the employee compensation, the more it will increase the influence of motivation work on employee performance. This research is in accordance with research conducted by Rizkayani (2017); Parsidi (2015) states that compensation moderates motivation towards employee performance. which means that the more compensation given, the more motivation for employee performance and reinforced by the theory that Kadarisman (2012) states that compensation is an award to employees with respect for work and service achievements with organizational goals that have been achieved in order to achieve company goals.

The results of this study prove that the compensation variable is able to moderate the job satisfaction variable to employee performance, then H⁷ is received. Which means that the higher the employee compensation, the more job satisfaction will increase employee performance. This research is in accordance with the research of Irgyiansyah, Hadji, and Sjahrudin (2020) states that compensation moderates job satisfaction to employee performance and is strengthened by the theory cited. Handoko (2016) stated everything that is given to employees as a sign of reply to what has been achieved.

CONCLUSION

Leadership has a significant influence on employee performance variables. Motivation has a significant influence on employee performance variables. Job satisfaction has a significant influence on employee performance variables. Based on the results of simultaneous analysis between the variables of leadership, motivation, and job satisfaction shows that simultaneously or together have a positive and significant influence on employee performance. Based on the results of research leadership moderated compensation to employee performance. Based on the results of research on motivation moderate compensation to employee performance. Based on the results of the study job satisfaction moderated compensation to employee performance. Through this research, it is expected to be a CV. Citiplan can apply research results with the aim of improving employee performance. This research can be used as a reference to develop management science and HR management by conducting a more in-depth study of leadership, job satisfaction motivation so that get a wider and better view.

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