The Effect of Leadership, Compensation and Motivation on Employee Performance in PT. Dua Mutiara

Yetiani[1], Herry Krisnandi[2], Kumba Digdowiseiso[3]*
Faculty of Economics and Business, Universitas National, Indonesia[1,2,3]
Email: yetiani@gmail.com[1], herry.krisnandi@civitas.unas.ac.id[2], kumba.digdo@civitas.unas.ac.id[3]*

Keywords	ABSTRACT
Leadership, Compensation, Motivation and Employee Performance.	This study aims to assess the impact of leadership, compensation, and motivation on employee performance at PT Dua Mutiara. Employing a quantitative descriptive approach, we conducted inferential analysis using primary data gathered through closed questionnaires distributed to 102 respondents. The study utilizes multiple linear regression analysis to test the research hypothesis. The findings reveal a positive and significant combined effect of leadership, compensation, and motivation on employee performance. In light of these results, PT Dua Mutiara is urged to conduct a detailed examination to identify specific areas for improvement. This analysis will serve as the foundation for addressing weaknesses and enhancing overall employee effectiveness. Emphasizing strong leadership, fair compensation, and motivational strategies will contribute to the ongoing efforts to boost employee performance within the organization.

INTRODUCTION

Human Resources play a role as a driver of activity in a company's achievements or the success of a company is always measured by how much money or profit a company has but other things that mean human resources located in the company or organization. If in an organization, the work contained in the organization will be against but if fulfilled properly then the work contained in the organization will run smoothly. Therefore, qualified and skilled human resources are needed to compete with human resources from various associations. That way the human assets of the board have tasks to do, specifically controlling and supervising HR in the organization. According to Susan (2019), human resources in this connection are employees where they are always active and dominant in carrying out every activity and activity of the company because employees are like planning, implementing and determining the realization of organizational goals.

The word performance originated from the abbreviation of Kinetics of Work Energy, in English called performance. In this case, the word performance generally refers to "work performance" or "actual performance", meaning the actual performance achieved by an individual in completing his task, so that employee performance is something that is very influential in the success or accompaniment of the organization. Performance is also the result of a job function or activity determined to various elements to achieve organizational goals or authorities within a certain period. The capacity of movement referred to here is the implementation of the work or training of an individual and association which is the strength and obligation of an organizational association.

Leadership in terms of the whole is the capacity contained in an individual that can influence others to achieve goals. While the definition of leadership in the Big Dictionary reference Indonesian is an

individual who leads. So leaders not only influence but also direct and supervise. In the journal The Impact of Leadership, Compensation and Work Motivation on Employee Performance of PT. Bank Rakyat Indonesia (BRI) Salo Unit Pinrang Branch (Thamrin etc, 2020). Bank BRI has problems using leadership that has a negative and insignificant effect on employee performance. Bank BRI was trying to further improve the leadership system, especially in leadership indicators that are responsible for giving direction to employees. This is a specific concern based on the attached savings and loan data that the non-achievement of the targets given by the company in 2016 to 2018 caused by the leadership system that has not been aporism as a result affects employee performance. So that the model based on the leader in his followers on efforts to achieve organizational goals must be synchronous using performance precedents. The existence of research outputs also indicates that leadership on employee performance has a negative and significant effect. The results of this study explain that leadership variables have an influence & significant on employee performance variables.

Some researchers conducted research on the elements that affect the execution of workers. The results of the examination by Sitompol and Ratnasari (2019) stated that the variables of Leadership, Motivation and Compensation significantly affect employee performance. Similarly, research directed by Nantu and Rumokoy (2017): Wardani (2017); and Kemby, Tewel, and Walangitan (2017) who revealed that there is a big influence between Leadership and Motivation on Employee Performance.

Based on the results of the study, it is known that the average data on the performance level of PT Dua Mutiara employees has decreased where in 2017 the average employee performance was 93%, in 2018 it was 88% and in 2019 it was 86%. Thus, PT Dua Mutiara must know what is the problem as a reason to further develop deficiencies and strengthen quality to advance the performance of its employees.

This research aims to investigate the impact of leadership, compensation systems, and motivation on employee performance at PT Dua Mutiara. The primary focus of this study is to analyze the individual influence of these three factors and identify the complex interactions among them. Specific objectives include evaluating the effects of leadership styles, assessing the effectiveness of compensation systems, identifying significant motivational factors, and analyzing the combined impact of these factors on employee performance. By formulating recommendations based on research findings, it is anticipated that the outcomes of this study will provide practical contributions to PT Dua Mutiara in designing strategies that support the improvement of employee performance and create a more productive and satisfying work environment.

From the background data of the problem described above, the author will conduct a research entitled "The Influence of Leadership, Compensation and Motivation on the Performance of PT Dua Mutiara Employees.

METHODS

This research uses quantitative methods with the object of research in the form of employee performance influenced by leadership, compensation, and motivation at PT Dua Mutiara for three years. Primary data is obtained through surveys of company employees, while secondary data is in the form of profiles and information on the implementation of workers at PT Dua Mutiara. The type of data used is quantitative data with analysis methods using multiple linear regression. The population of this study was the entire organization of PT Dua Mutiara, with a sample of 102 employees selected using purposive sampling techniques. Data collection techniques involve surveys using Likert scale-based questionnaires, documentation, and interviews. Data analysis was carried out using descriptive and inferential methods, including multiple linear regression tests to assess the effect of independent variables (leadership, compensation, motivation) on dependent variables (employee performance). Instrument tests involve

validity and reliability, whereas classical assumption tests include normality, multicollinearity, autocorrelation, and heteroscedasticity. Regression models are evaluated through the F test and coefficient of determination (R^2), while the T test is used to test the significant influence of each independent variable.

RESULTS

Test Instrument Analysis

In the validity section, the test is carried out by comparing the value of r Calculate and r Table using degree of freedom (df) = n-2 with alpha 0.05. If r Calculate > r Table, then the question item or indicator is considered valid. The results of the validity test show that all questionnaire question items for leadership, compensation, motivation, and employee performance variables have a calculated r value greater than r Table (0.1638), so it can be considered valid. In reliability testing, it aims to measure the consistency of data within a certain period of time. A variable is said to be reliable if Cronbach's Alpha is greater than 0.6. The results of the reliability test show that all variables, namely leadership (0.956), compensation (0.957), motivation (0.969), and employee performance (0.974), have Cronbach's Alpha value that meets the reliability requirements, so it can be considered good and trustworthy in revealing accurate data.

Classical Assumption Test Analysis

Normality Test

The normality test is used to find out whether in regression models the independent variables and the dependent variables are normally distributed or not . The normality test is performed with the Kolmogorov – Smirnov One Simple Test i.e. if significant > 0.05 then the data is normally distributed. Meanwhile, if < 0.05, the data is normally distributed.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		102
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	2,82689933
Most Extreme Differences	Absolute	0,072
	Positive	0,072
	Negative	-0,069
Test Statistics		0,072
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Data processed, 2022

Based on table 1. above, it can be seen that the value of Asymp. Sig (2 – tailed) of 0.005 which means that the regression model of the dependent variable and the independent variable in this study the data is normally distributed because of its significance of 0.005 > 0.05.

Multicholinerarity

The multicholinerarity test is useful for using whether the regression model found a correlation between independent variables. This can be measured from the value of Tolerance Value and Value Variance Inflation Factor (VIF). If the Variance Infaltion Factor (VIF) value < 10 or if the Tolerance Value > 0.1 then multicholinerarity does not occur. A good regression model does not occur perfect or near-perfect correlation between variables (multicholinerarity). The results of the multicholinerarity test can be seen in table 2 below:

Table 2. Multicholinerarity Test Results

		Collinearity Statistics	
Type		Tolerance	VIF
1	Leadership	0,229	4,370
	Compensation	0,217	4,609
	Motivation	0,193	5,171
a. Dependent Variable: Employee performance			

Source : Data processed, 2022

Based on table 2. above it can be seen that the independent variable, namely leadership, has a Variance Inflation Factor (VIF) value of 4.370 < 10 and a tolerance value of 0.229 > 0.1, compensation has a Variable Inflation Factor (VIF) value of 4.609 < 10 and a tolerance value of 0.217 > 0.1, motivation has a variance Inflation Factor (VIF) value of 5.171 < 10 and a tolerance value of 0.193 > 0.1 so that it can be concluded that the regression model does not occur multicholinerity.

Autocorrelation Test

The autocorrelation test aims to test whether in the linear regression model there is a strong relationship both positive and negative between the data and the research variables. In autocorrelation testing, the authors used Durbin Watson (DW) statistics.

Table 3. Autocorrelation Test Results

Model Summary^b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.958a	0,917	0,914	2,870	1,977
a. Predictors: (Constant), Motivation, Leadership, Compensation					
b. Dependent Variable: Employee performance					

Source : Data processed,

N	= 102	Du	= 1.7383	
d	= 1,977	4-dL	= 2.3826	
Dl	= 1.6174	4-dU	= 2.2617	

From the test results, it can be said that dU < d < 4-dU (1.7383 < 1.977 < 2.2617) which means Ho

is accepted, it can be concluded that in this test study there are no symptoms of autocorrelation.

Heteroscedasticity Test

The heteroscedasticity test using the Glaser test aims to test whether in this regression model there is an imbalance of changes from the residual one perception to another. A viable relapse model does not occur heteroscedasticity provided that an importance value (sig) of > 0.05 is obtained. to decide whether heteroscedasticity with the Glaser test, specifically by regression of independent variables to Outright Lingering or Abs Res values. The results of the heteroscedasticity test can be seen in table 4.14 below:

Table 4. Heteroscedasticity Test Results

		Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	Type	B	Std. Error	Beta		
1	(Constant)	3,410	0,608		5,610	0,000
	Leadership	-0,070	0,042	-0,340	-1,673	0,097
	Compensation	0,017	0,045	0,077	0,368	0,714
	Motivation	0,003	0,042	0,015	0,070	0,945

Coefficientsa

a. Dependent Variable: ABRESID

Source : Data processed, 2022

Based on Table 4.14 above, namely testing heteroscedasticity using the Glacier test, it can be explained that the regression model in this study can be stated that heteroscedasticity does not occur because all independent variables of leadership have a significance value of 0.097 > 0.05, compensation has a significance value of 0.714 > 0.05 and motivation has a significance value of 0.945 > 0.05.

Motede Analysis

Multiple Linear Regression Analysis

Many direct examinations are used to decide the impact of the independent variable on the dependent variable. For this situation the model is to discover how much influence leadership, compensation and motivation have on employee performance. Side effects of some Multiple Linear Regression Analysis examinations are seen in regression coefficients that have direct condition regression through Standardization in table 5. under:

Table 5. Multiple Linear Regression Results

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Type	B	Std. Error	Beta		
1	(Constant)	0,823	0,945		0,871	0,386
	Leadership	0,245	0,065	0,231	3,794	0,000
	Compensation	-0,049	0,071	-0,044	-0,696	0,488
	Motivation	0,783	0,066	0,791	11,948	0,000

Coefficientsa

a. Dependent Variable: Employee performance

Source : Data processed, 2022

Based on table 4.15 above, the following equation can be formed:

Y = 0.231X1 – 0.044X2 + 0.791

The basis of the equation above, the results of multiple linear regression have conclusions, namely:

1. The value of the regression coefficient for leadership in the regression equation shows a value of 0.231 and a signification value of 0.000, so it can be interpreted that if the leadership increases by one unit, then employee performance will increase by 0.231 assuming other independent variables have a fixed value. Improvement in employee leadership will increase employee performance.
2. The value of the regression coefficient for compensation in the regression equation shows a value of -0.044 and a signification value of 0.488, so it can be interpreted that if compensation increases by one unit, then employee performance will increase by 0.044 assuming other independent variables have a fixed value. An increase in compensation given to each employee will increase employee performance.
3. The value of the regression coefficient for motivation in the regression equation shows a value of 0.791 and a signification value of 0.000, so it can be interpreted that if motivation increases by one unit, then the performance of the supervisor will increase by 0.791 assuming other independent variables have a fixed value. Increasing the motivation given to each employee will have an impact on improving employee performance.

Model Feasibility Test Analysis

Simultaneous Test (Test F)

The F test is used to test the significance of regression together, namely whether the independent variable has an influence on the dependent variable. The test was conducted using a signification level of 0.05 (a = 0.5%). The results of the F test can be seen in table 6. next:

Table 6. F Test Results

	Type	Sum of Squares	Df	Mean Square	F	Sig.
			ANOVAa			
1	Regression	8914,333	3	2971,444	360,788	,000b
	Residuals	807,127	98	8,236		
	Total	9721,461	101			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Motivation, Leadership, Compensation

Source : Data processed, 2022

Based on the ANOVA table in table 6 above, it can be seen that the calculated F value is 360,788 with a signification level of 0.000. The F value of the table is obtained from the value of the free degree df (residual) which is 2.69 at a confidence level of 5% (a = 0.05). because the calculated F value is greater than the table F (360.788 > 2.69) with a signification level of 0.000 < 0.05. Thus, it can be concluded that the independent variables, namely leadership, compensation and motivation, together have a significant effect on the dependent variable, namely employee performance.

Test Coefficient of Determination (R2**)**

The coefficient of determination (R2) is a measure to determine the suitability or determination of the analysis model made. The higher the Adjust R square value, the better the independent variable is at explaining the dependent variable. A value of 0% to 100% coefficient of determination that is close to 100% indicates the independent variable provides the information needed to predict the variance of the dependent variable. The results of the coefficient of determination (R2) test can be seen in table 4.17 below:

Table 7. Test Results of Coefficient of Determination (R2)

			Model Summaryᵇ	
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958a	0,917	0,914	2,870
a. Predictors: (Constant), Motivation, Leadership, Compensation				
b. Dependent Variable: Employee performance				

 Source : Data processed, 2022

Based on the 7 above, the Adjusted R Square is 0.914 or 91.4%, meaning that employee performance variables are influenced by leadership, compensation and motivation. While the remaining 9.6% was influenced by other variables outside the regression model studied by the authors.

Hypothesis Test (T Test)

Test the hypothesis (t-test) to determine whether there is an influence on the independent variable on the dependent variable. The value of t table is known through the formula df = n-k-1 ie (df = 102 - 3 - 1 = 98) signification 0.05 (a = 5%) obtained t Table of 1.984, the result t Calculate is at a signification of < 0.05 then Ho is rejected money meaning that the proposed hopotesis can be accepted. Here is the table of T test results:

Table 8. Results of Hypothesis Test (T Test)

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Type	B	Std. Error	Beta		
1	(Constant)	0,823	0,945		0,871	0,386
	Leadership	0,245	0,065	0,231	3,794	0,000
	Compensation	-0,049	0,071	-0,044	-0,696	0,488
	Motivation	0,783	0,066	0,791	11,948	0,000
a. Dependent Variable: Employee performance						

 Source : Data processed, 2022

Based on the t test in table 4.18 above, it can be concluded as follows:
1. Hypothesis testing of leadership variables on employee performance obtained a calculated t value of 3,794 > t table 1,984 with a signification level of 0.00 < 0.05 and this means that the leadership variable has a positive and significant effect on the employee performance variable of PT Dua Mutiara Jakarta.

2. Testing the compensation variable on employee performance obtained a calculated t value of -0.696 < t table 1.984 with a signification level of 0.488 >0.05 and means that the compensation variable does not have a negative and insignificant effect on the employee performance variable of PT Dua Mutiara Jakarta.
3. Testing the motivation variable on employee performance obtained a calculated t value of 11,948 > 1,984 with a signification level of 0.000 < 0.05 and this means that the motivation variable has a positive and significant effect on the employee performance variable of PT Dua Mutiara Jakarta.

Discussion

The Influence of Leadership on Employee Performance

Based on the results of the study above, the hypothesis test (Test t) shows that leadership affects employee performance (Y) by 0.231 which means that if leadership increases then employee performance will increase by 23.1% and the results of the t test show that t count > t table is the value of t count 3,794 > t table 1,984 with a level of significance of 0.00 < 0.05 and this means that the leadership variable has a positive and significant effect on the employee performance variable of PT Dua Mutiara Jakarta. This shows that leadership has a great effort to influence employees in order to achieve organizational goals set by PT Dua Mutiara Jakarta. The results of respondents' answers to questionnaires that have been given by the author by means of communication, motivation, decision making and positive power that most respondents agree with leadership so that it has a positive and significant effect on employee performance. Therefore, the scope of work must be considered by the company.

This research is also supported by previous research conducted by (Husada, 2019) leadership has a positive and significant influence on employee performance at BPRS Metro Madani Jatimulyo Branch. This is corroborated by research that has been conducted (Risky Cahyo Prasetyo, 2018) leadership has a positive and significant effect on employee performance at Bank BRI Syariah KC Semarang.

The effect of compensation on employee performance

Based on the results of the study above, the hypothesis test (Test t) shows that compensation (X2) does not affect employee performance (Y) by -0.044 which means that if compensation increases then employee performance will increase then employee performance will increase by -4.4% and the results of the t test show that the calculated t value is -0.696 < t table 1.984 with a level of significance of 0.488 > 0.05 and means that the compensation variable does not have a negative and insignificant effect on the variable employee performance of PT Dua Mutiara Jakarta. This shows that compensation cannot trigger employees to excel and work harder, compensation given to employees is usually in the form of direct compensation, indirect compensation and non-financial compensation. Compensation received by representatives outside of salary includes event remittances, event prizes, claims for write-offs and sports expenses. Although the payment given was fairly large, the appearance of PT Dua Mutiara workers was not affected because representatives felt that remuneration was their right. This examination is supported by research by Riyadi (2011), Mutmainah (2013) and Munzakir, Zainuri (2018) which shows that compensation does not affect and is significant on employee performance. The amount of payment obtained has no impact on execution. It is for this reason that representatives work not solely to seek remuneration from the organization.

The effect of motivation on employee performance

Based on the results of the study above, the hypothesis test (t test) shows that motivation (X3) affects employee performance (Y) by 0.791 which means that if it increases, employee performance will increase by 79.1% and the results of the t test show that the t value is calculated at 11,948 > 1,984 with a signification level of 0.000 < 0.05 and means that the motivation variable has a positive and significant effect on the employee performance variable of PT Dua Mutiara Jakarta. This shows that motivation is the basic factor for an employee to work well in order to give a good effort to advance the vision and mission

of the organization that has been set. The results of respondents' answers to questionnaires given by the author with indicators such as training, welfare, periodic motivation and promotion showed that most respondents agreed on work motivation so that it had a positive and significant effect on employee performance. This research is also supported by (Mahardika et al., 2020) Intrinsic motivation has a significant effect on the performance of employees at PT. AXA Financial Indonesia. This hail is corroborated by research conducted by (Santander, 2017) motivation has a positive and significant effect on employee performance at Dompet peduli Ummat Darut Yauhid Palembang Branch.

CONCLUSION

Based on the results of research on employee performance at PT Dua Mutiara Jakarta, conclusions can be drawn from the analysis of variables that have been carried out. First, the leadership variable (x1) was shown to have a positive and significant effect on employee performance, with multiple linear regression test results of 23.1%. This shows the importance of attention to leadership factors, especially in giving work orders and communication, with a focus on motivational indicators. Second, the compensation variable (x2) did not show a negative and significant influence on employee performance, amounting to -0.044 or 4.4%. Although the facilities indicator has the lowest average points, the conclusions show that employee performance is not significantly affected by the gradual increase in compensation, because the job aspect is considered more important by employees. Third, the motivation variable (x3) is considered to have a positive and significant effect on employee performance. Management that rewards and encourages outstanding employees can improve performance, and help overcome fluctuations in achieving company targets. Thus, these findings provide important insights for the development of HR management strategies at PT Dua Mutiara Jakarta.

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