



The Influence of Leadership and Compensation on Employee Performance at CV Gabryl Utama Beton, Mojokerto

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Received: 6 March 2023 | Revised: 6 April 2023 | Published: 20 May 2023

Abstract

Purpose: This study aims to analyze the effect of leadership and compensation on employee performance with work motivation as an intervening variable at CV Gabryl Utama Beton Mojokerto.

Research Methodology: The census sampling technique was used, where the entire population was taken as respondents, totaling 100 employees. Data were analyzed using path analysis (path model analysis) to examine direct and indirect effects among variables.

Results: Leadership has a positive and significant effect on employee performance ($p = 0.00 \leq 0.05$). Compensation also has a positive and significant effect on employee performance ($p = 0.03 \leq 0.05$), and work motivation has a positive and significant effect on employee performance ($p = 0.01 \leq 0.05$). Furthermore, both leadership and compensation have a positive and significant effect on work motivation ($p = 0.00 \leq 0.05$). In addition, leadership has a significant indirect effect on employee performance through work motivation ($p = 0.04 \leq 0.05$), and compensation also shows a significant indirect effect on employee performance through work motivation ($p = 0.046 \leq 0.05$).

Conclusions: Leadership and compensation have significant direct and indirect effects on employee performance, with work motivation acting as a mediating variable at CV Gabryl Utama Beton Mojokerto.

Limitations: The study is limited to 100 employees at CV Gabryl Utama Beton Mojokerto, so generalization to other contexts should be done cautiously.

Contributions: This study contributes to human resource management literature by explaining the role of work motivation as an intervening variable in the relationship between leadership, compensation, and employee performance.

Keywords: *Compensation, Leadership, Performance, Work Motivation*

How to Cite: Winarko, G., & Purnomo, B. R. (2023). The Influence of Leadership and Compensation on Employee Performance at CV Gabryl Utama Beton, Mojokerto. *Jurnal Bisnis, Ekonomi, Manajemen, dan Kewirausahaan (JBEMK)*, 3(1), 13–21.

<https://doi.org/10.52909/jbemk.v4i2.176>

1. Introduction

Every company, whether a service or an industrial company, wants to continue to compete and survive. This is, of course, driven by an increase in the performance of all employees, in the form of an increase in the quantity and quality of the maximum results that have been carried out by employees in their work according to the job description determined by the company (Anggraini, 2021). This means that the work done must be able to produce something according to what is desired, namely the optimal results that can be achieved. Performance is an action or activity of an organization in a period with reference to several standards (Fathihani, 2021; Fathihani & Nasution, 2021). Increased performance, meaning

good performance, will be feedback for the business or worker motivation in the next stage ([Aprillita & Perkasa, 2021](#)).

Employee performance cannot be separated from the role of a leader. The role of leadership in contributing to employees' optimal performance is carried out in five ways: (1) leaders classify what is expected of their employees, specifically the goals and objectives of their performance; (2) leaders explain how to meet these expectations; (3) leaders put forward criteria for evaluating performance effectively; (4) leaders provide feedback when employees have achieved targets; (5) leaders allocate rewards based on the results they have achieved. Leadership is required to inspire organizations to increase motivation and innovation. Good leadership can make followers feel admiration, trust, and loyalty to the leader. Good leadership is expected to bring about change in the company and bring change to its followers ([Abdullah, 2021](#)). In addition, it is also expected to gain trust and become a motivator for its followers. Good leadership can inspire followers to put aside personal interests for the good of the organization and can have a tremendous influence on their followers ([Satria, 2021](#)).

The influence of transformational leadership on employee performance is also mediated by work motivation ([Hariadi, 2022](#); [Prabowo et al., 2018](#)). In contrast, [Khan et al. \(2020\)](#) revealed that work motivation does not mediate the relationship between transformational leadership and employee performance ([Satria, 2021](#); [Solihin, 2021](#)). Another factor that influences employee performance is compensation, or something that employees receive in exchange for their service contributions to the company. [Laras et al. \(2021\)](#) and [Rahardjo \(2017\)](#) revealed that compensation positively affects work motivation. [Laras et al. \(2021\)](#) and [Rahardjo \(2017\)](#) revealed that compensation has a positive effect on employee performance, [Candradewi and Dewi \(2019\)](#) revealed that work motivation mediates the relationship between compensation and employee performance.

CV Gabryl Utama Beton Mojokerto is a company engaged in the construction services sector. Contractors are often identified as people who run businesses in the construction services sector; therefore, they are often equated with contractors. The services offered can be in the form of construction consultations, such as assessments, planning, design, supervision, and management of building construction. In addition, contractors can also serve construction work, such as construction, operation, maintenance, demolition, and reconstruction of part or all of a building or civil engineering. In construction work, a contractor will usually specialize, for example installation work, special construction, prefabricated construction, building completion, and equipment rentals.

2. Literature Review

2.1 Leadership

Leadership is an important factor in determining the direction, behavior, and performance of employees in an organization ([Maamari & Saheb, 2018](#)). A leader is responsible not only for giving instructions but also for influencing, guiding, motivating, and encouraging employees to achieve organizational goals ([Satria, 2021](#)). In the context of human resource management, leadership becomes a strategic element because employees often depend on leaders for direction, evaluation, feedback, and motivation. Effective leadership helps employees understand work targets, improve responsibility, and develop stronger commitment to their duties ([Wardhani & Uily, 2021](#)).

Good leadership can create a positive work climate and improve employee motivation. Leaders who are able to communicate clearly, provide support, appreciate employee contributions, and encourage innovation tend to produce better employee performance. In construction service companies, leadership is especially important because work activities require coordination, discipline, accuracy, and teamwork. Therefore, leadership that is clear, inspiring, and performance-oriented can help employees complete

their tasks more effectively and contribute to the company's competitiveness (Maamari & Saheb, 2018; Satria, 2021).

2.2 Compensation

Compensation refers to all forms of rewards received by employees in return for their contribution to the organization. Compensation may include salary, wages, incentives, bonuses, allowances, and other benefits provided by the company (Fadlianto & Sulistyowati, 2022; Kurniawan & Hariadi, 2022). In human resource management, compensation is one of the main instruments used to attract, retain, and motivate employees. A fair and appropriate compensation system can increase employees' sense of appreciation and encourage them to work more productively (Reddy, 2020).

Compensation also has a psychological effect on employees because it reflects the organization's recognition of their work. When employees perceive compensation as fair and proportional to their workload, responsibility, and performance, they are more likely to show higher motivation and loyalty (Reddy, 2020). Conversely, unfair compensation may reduce enthusiasm and affect performance negatively (Ikhsani et al., 2021). Therefore, companies need to design compensation policies that are transparent, competitive, and aligned with employee contributions to support better performance outcomes (Delaney & Royal, 2017).

2.3 Work Motivation

Work motivation is the internal and external drive that encourages employees to perform their duties, achieve targets, and contribute to organizational success (Delaney & Royal, 2017). Motivation can arise from financial rewards, recognition, career opportunities, leadership support, job security, and a positive work environment (Saputra & Kusnadi, 2021). Motivated employees tend to demonstrate enthusiasm, responsibility, persistence, and willingness to improve their performance (Suyanto et al., 2021).

Work motivation plays a central role in connecting leadership and compensation with employee performance. Good leadership can increase motivation by providing direction, encouragement, and appreciation (Sumaryadi & Kusnadi, 2021). Similarly, fair compensation can motivate employees because it creates a sense of justice and satisfaction (Delaney & Royal, 2017). In this study, work motivation functions as an intervening variable, meaning that leadership and compensation can improve employee performance more strongly when employees are motivated to work effectively (Nuraeni et al., 2022).

2.4 Employee Performance

Employee performance refers to the work results achieved by employees based on quality, quantity, responsibility, timeliness, and compliance with organizational standards (Abidin et al., 2022; Hernawan et al., 2022). Performance reflects the ability of employees to complete tasks and contribute to company objectives. In business organizations, employee performance is a key factor that determines productivity, service quality, operational effectiveness, and company competitiveness (Sinambela, 2021).

High employee performance is influenced by several factors, including leadership, compensation, motivation, competence, discipline, and work environment (Berlian Rms & Wahyuningsih, 2021). Employees who receive effective leadership and fair compensation tend to have stronger motivation, which can lead to improved performance (Hasan, 2022). In the construction service sector, employee performance is crucial because work outcomes are closely related to project quality, time efficiency, safety, and client satisfaction. Therefore, companies need to continuously strengthen human resource practices that support employee productivity and performance (Setyawati & Aristiyanto, 2021; Sinambela, 2021).

3. Methodology

This study was quantitative in nature. This research was an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional method. The population was 100 people. The census sampling technique means that all populations were used as samples in the study (Sugiyono, 2014).

4. Results and Discussion

4.1 Results

Table 1. Validity Test Results of Research Indicators

Variable	No. Item	r_{count}	Description
Leadership (X1)	1	0.772	Valid
	2	0.757	Valid
	3	0.787	Valid
	4	0.807	Valid
	5	0.788	Valid
Compensation (X2)	1	0.776	Valid
	2	0.796	Valid
	3	0.820	Valid
	4	0.800	Valid
Work Motivation (Z)	1	0.818	Valid
	2	0.789	Valid
	3	0.682	Valid
	4	0.780	Valid
Employee Performance (Y)	1	0.628	Valid
	2	0.682	Valid
	3	0.904	Valid
	4	0.713	Valid
	5	0.904	Valid

Based on Table 1, the correlation of each indicator with the total construct score of each variable is significant, where $r_{count} \geq r_{table}$. It can be concluded that all questionnaire items from all variables, namely Leadership, Compensation, Work Motivation, and Employee Performance, are declared valid.

Table 2. Reliability Test Results of Research Variables

No	Variable	Alpha	Description
1	Leadership	0.930	Reliable
2	Compensation	0.915	Reliable
3	Work Motivation	0.894	Reliable
4	Employee Performance	0.921	Reliable

Table 2 shows that all variables produce Cronbach's Alpha values above 0.9. Thus, all variables have values greater than 0.60, indicating that the research instruments are reliable and suitable for data collection.

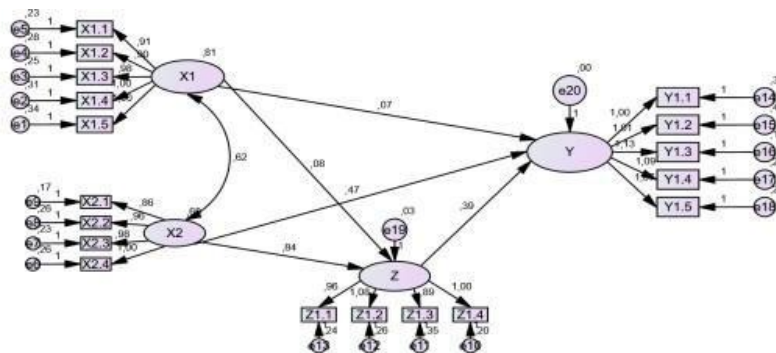


Figure 1. Structural Equation Model of the Relationship between Transformational Leadership, Compensation, Work Motivation, and Employee Performance

Based on Figure 1, the structural equation model shows the relationship among transformational leadership, compensation, work motivation, and employee performance. The figure indicates that transformational leadership (X1) and compensation (X2) have direct effects on employee performance (Y) and indirect effects through work motivation (Z). Work motivation also has a direct effect on employee performance. This model explains that employee performance can be improved not only through strong transformational leadership and appropriate compensation but also through increased work motivation as an intervening variable.

Table 3. Structural and Measurement Model Results (SEM Analysis)

Endogenous / Indicator	Exogenous / Construct	Estimate	C.R.	P
Z	X1	0.0795645	5.8404200	***
Z	X2	0.8376078	6.8562500	***
Y	Z	0.3892918	3.0324163	0.0018771
Y	X1	0.0654801	4.9968091	***
Y	X2	0.4712557	2.3733242	0.0396516
X1.5	X1	1.0000000	-	-
X1.4	X1	1.0045222	10.6681510	***
X1.3	X1	0.9799335	11.1174625	***
X1.2	X1	0.9028162	10.4313098	***
X1.1	X1	0.9071420	10.8890188	***
X2.4	X2	1.0000000	-	-
X2.3	X2	0.9793585	11.3630006	***
X2.2	X2	0.9634690	10.8915997	***
X2.1	X2	0.8616431	11.4128518	***
Z1.4	Z	1.0000000	-	-
Z1.3	Z	0.8876380	9.3393247	***
Z1.2	Z	1.0779110	11.4733769	***
Z1.1	Z	0.9585189	11.0540377	***
Y1.1	Y	1.0000000	-	-
Y1.2	Y	1.0124373	7.8520491	***
Y1.3	Y	1.1275912	9.9734905	***
Y1.4	Y	1.0938030	9.3834414	***
Y1.5	Y	1.0715492	9.6333173	***

Based on Table 3, the results of the Structural Equation Modeling (SEM) analysis show that all hypothesized relationships between variables are positive and statistically significant. The structural model indicates that leadership (X1) and compensation (X2) have a significant effect on work motivation (Z), while leadership (X1), compensation (X2), and work motivation (Z) also significantly influence employee performance (Y), as indicated by significant C.R. values and p-values below 0.05 or *** ($p < 0.001$). The measurement model results confirm that all indicators for each latent construct (X1, X2, Z, and Y) have strong and significant factor loadings, as shown by high C.R. values and significance levels below 0.05. This indicates that all indicators are valid and effectively measure their respective constructs, confirming the reliability and validity of the research instrument used in this study.

4.2 Discussion

First Hypothesis of Leadership on Employee Performance at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that leadership with an estimate regression weights value of 0.46454801, standard error 0.4656897, critical ratio (t-table) 4.9968091, then a significance value of probability (P-value) $0.00 \leq 0.05$. Second Hypothesis of Compensation on Employee Performance of CV Gabryl Utama Beton in Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that compensation with an estimated regression weight value of 0.4712557, standard error 0.3431496, critical ratio (t-table) 2.3733241, and a significance value of probability (P-value) $0.03 \leq 0.05$.

Third Hypothesis of Work Motivation on Employee Performance of CV Gabryl Utama Beton in Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that Work Motivation with an estimate regression weights value of 0.3892918, standard error 0.3770686, critical ratio (t-table) 3.032416, then a significance value of probability (P-value) $0.01 \leq 0.05$. Fourth Hypothesis of Leadership on Employee Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing states that Leadership with an estimate regression weights value of 0.7795645, standard error 0.194677, critical ratio (t-table) 5.84042, then a significance value of probability (P-value) $0.00 \leq 0.05$.

Fifth Hypothesis: Compensation for Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing stated that Work Discipline with an estimate regression weights value of 0.8376078, standard error 0.1221670, critical ratio (t-table) 6.856250, and a probability significance value (P-value) $0.00 \leq 0.05$.

Sixth Hypothesis: Leadership and Employee Performance through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing stated that compensation with a Sobel test value of 1.98837170 with a significant value of $0.04 \leq 0.05$.

Seventh Hypothesis Compensation on Employee Performance Through Work Motivation at CV Gabryl Utama Beton Mojokerto. Assumption testing was carried out using path model analysis (path analysis), based on the assumption model testing, it states that Compensation with a Sobel test value of 1.78398506 and a probability significance value (P-value) of $0.046 \leq 0.05$.

5. Conclusions

The results of the path model analysis (path analysis) show that leadership has a positive effect on employee performance at CV Gabryl Utama Beton Mojokerto with a significance probability (P-value) of $0.00 \leq 0.05$. Compensation also has a positive effect on employee performance with a P-value of

$0.03 \leq 0.05$, while work motivation has a positive effect on employee performance with a P-value of $0.01 \leq 0.05$. Furthermore, leadership has a positive effect on work motivation with a P-value of $0.00 \leq 0.05$, and compensation also shows a positive effect on work motivation with a P-value of $0.00 \leq 0.05$. In addition, leadership has a positive effect on employee performance through work motivation with a significance value of $0.04 \leq 0.05$. Similarly, compensation has a positive indirect effect on employee performance through work motivation with a P-value of $0.046 \leq 0.05$.

Acknowledgements

The authors would like to express their sincere gratitude to Hayam Wuruk Perbanas University, Surabaya, for the academic support provided during the completion of this research. The authors also extend appreciation to CV Gabryl Utama Beton Mojokerto for granting permission and supporting the data collection process. Special thanks are given to all respondents who participated in this study and provided valuable information for the completion of this research.

Author Contributions

GW conceptualized the study, designed the research methodology, and contributed to data collection, data analysis, contributed to the interpretation of the results and manuscript preparation. BRP contributed to the literature review, research supervision, critical revision of the manuscript, and final review of the article. Both authors contributed equally to the final draft and approved the manuscript for publication.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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