

**THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE,
AND COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH
MOTIVATION AS AN INTERVENING VARIABLE (AT PT. BPR SURYA
YUDHAKENCANA IN BANJARNEGARA)**



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Abstract

Human resources are one of the resources within a company, namely all the people who carry out activities. The purpose of this research is to analyze the influence of leadership style, organizational culture, and compensation on employee performance through motivation as an intervening variable at PT. The population of this study was employees of PT BPR Surya Yudhakencana Banjarnegara. Sampling in this study used an accidental sampling technique, while the data obtained in this study was processed statistically using Structural Equation Modeling (SEM). The sample obtained was 110 respondents, this research concluded that Organizational Culture and Leadership Style had a positive effect on motivation, while Compensation did not affect Motivation. Organizational culture and leadership style have a positive effect on employee performance, while compensation does not affect employee performance. Motivation has a positive effect on employee performance, organizational culture, and leadership style have a positive effect on performance through motivation as an intervening variable and compensation does not affect employee performance through motivation as an intervening variable. Therefore, researchers suggest adding other variables that can influence employee performance.

Keywords: Organizational Culture, Leadership Style, Employee Performance, Compensation, Motivation

INTRODUCTION

Human resources are important in a company and serve as a benchmark for achieving company goals (Sunatar, 2022). Human resources are one of the resources within a company, namely all the people who carry out activities. From human resources, companies can compete in an increasingly dynamic environment. Therefore, companies need human resources to improve employee performance so that they can achieve the company goals that have been set. An important element in improving employee performance is a leader who can influence his subordinates and actively involve subordinates in achieving these goals through a leadership style appropriate to the era of globalization, Burhanudin & Kurniawan (2021).

PT BPR Surya Yudhakencana or BPR Bank Surya Yudha (BSY) is a bank that is consistently able to empower various sectors, one of which is micro, small, and medium enterprises (MSMEs), namely using a social approach towards various small communities combined with a business approach. As a bank that is present in the community, BPR Bank Surya Yudha Banjarnegara must provide various solutions related to finance and help the community when they want to manage their finances well, which is one of the keys to the success of Bank Surya Yudha following its commitment, namely "Partners Become Successful". The system of directly visiting various communities is a service provided by BPR Bank Surya Yudhakencana Banjarnegara because with optimal service it can become the main capital to become the best partner (Suryayudha. id).

Based on the results of interviews with division heads and representatives of the HR department at PT BPR Surya Yudhakencana Banjarnegara, their performance has decreased, which can result in hampered performance at work. One of the factors that results in a decrease in performance is the demand to complete tasks on time, which often occurs and must be completed faster than the previously determined time. This makes some employees experience pressure at work.

Good employee performance is the most important element in developing a bank, which lies in the quality of human resources (HR) (Al Jabar & Suharnomo, 2023). With quality human resources, companies can manage their employees effectively and efficiently

to support the achievement of company goals. Therefore, human resources must always be considered to maximize their performance and overcome various challenges, including the diversity of human resources in the organization, Victuria and Hidayat (2022). Employee performance is the actions shown by each individual, such as work achievements carried out by employees in accordance with their function in the company. Performance is a job carried out by an individual, defined by various things that people do, and what actions they take, which can contribute to organizational goals. Factors that influence employee performance include leadership style, organizational culture, and compensation, Hasanah & Sutanti (2021).

The first factor that influences performance is leadership style. Leadership style is a form of expertise possessed by a person to be able to motivate other people to work hard to achieve certain goals, Parashakti & Setiawan (2019), This is following previous research, namely that conducted by Niken et al (2022), Fitri et al (2023), Efendi and Hardiyanto (2021), stated that leadership style has a positive and significant effect on employee performance. Meanwhile, according to Aisah (2020), leadership style influences employee performance. Meanwhile, Sugiyono & Rahajeng (2022), state that leadership style has a negative and insignificant effect on employee performance. According to Rifai et al (2022), leadership style does not affect employee performance.

The second factor that influences performance is Organizational Culture according to Busro (2018), Culture comes from Sanskrit, namely buddhayah, the plural term buddhi (mind or reason) which is defined as things related to human mind and reason. In English, culture is called culture which comes from the Latin word *colere*, namely to cultivate or do. This is following previous research conducted by Mardiani & Sefhdiana (2021), Rifai et al (2020), and Panggabean et al (2020), stating that organizational culture has a positive and significant effect on employee performance. Meanwhile, according to Hamsal (2021), stated that organizational culture has a negative and insignificant effect on employee performance. Darmawan (2022), states that organizational culture does not affect employee performance.

The third factor that influences performance is compensation. Compensation is the provision of direct and indirect remuneration in the form of goods or non-goods to employees

as remuneration for services provided to the company. Fauzan (2022). This is following previous research, namely that conducted by Kresmawan, et al (2021), and Ekhsan and Septian (2021), stating that compensation has a positive and significant effect on employee performance. Sutrisno (2022), states that compensation influences employee performance. Meanwhile, according to Wahyudi & Tupti (2021), states that compensation has a negative and insignificant effect on employee performance. Marlius & Pebrina (2022), state that compensation does not affect employee performance.

Motivation acts as an intervening variable between leadership style and employee performance. Motivation will improve employee performance if employees receive enthusiasm, direction, and motivation as expected by employees after they complete their tasks, and with a good leadership style, employee performance within the company will also increase. According to the results of previous research conducted by Handayani et al (2019) and Rexady et al (2023), stated that leadership style has a positive effect on employee performance through motivation as an intervening variable. Meanwhile, according to Lamere et al (2021), leadership style does not affect employee performance through motivation as an intervening variable.

Based on the gap in previous research, it is necessary to conduct more research regarding the influence of leadership style, organizational culture, and compensation on employee performance through motivation as an intervening variable. Motivation acts as an intervening variable between compensation and employee performance. Motivation will improve employee performance if employees receive enthusiasm, direction, and motivation as expected by employees after they complete their tasks, and with good compensation, employee performance within the company will also increase. This research is development research from previous research conducted by Niken et al (2022), Leadership style and organizational culture variables on employee performance with motivation as an intervening variable which shows positive results on employee performance. The difference in this research is the addition of compensation variables carried out by Armantari et al (2021).

RESEARCH METHOD

This study uses a quantitative descriptive method with a questionnaire data collection method compiled using a modification of the Likert scale method. According to Ghazali (2021), Quantitative Research is research based on quantitative data where quantitative data is data in the form of numbers or figures. The population in this study were employees at PT. BPR Surya YudhaKencana Banjarnegara with a total of 110 employees. The sampling technique in this study was to use saturated samples so that the samples to be used in this study were employees of PT. BPR Surya Yudhakencana in Banjarnegara totaling 110 respondents.

This research uses the variables Leadership Style, Organizational Culture, Compensation, Motivation, and Employee Performance. Indicators for variables are measured using a 5-point Likert scale (from strongly agree to strongly disagree). The research latent variable measurement indicators are presented in Table 1.

Table 1.
Research Variable Indicators

Variable	Indicator	Statement Items
Motivation, Nevy (2022)	Need of Achievement (need for achievement).	I have a sense of responsibility
		I am happy to receive awards for achievements
	Need of power (power requirements)	I have ideas to be a better employee
		I have a strong character exercising authority.
	Need of affiliation (need for affiliation)	I have good relationships with colleagues
		I have a high social attitude.
Employee Performance, Maulana (2020)	Quality	I can complete the work better than specified
	Quantity	My work results meet the standards set by the bank.
	Knowledge	I understand procedures in my field of work

	Creativity	I provide ideas or other alternatives to make it easier to complete the work
	Cooperation	I can work together with colleagues in completing work that must be completed together
	Independence	I can find solutions to my work tasks
	Initiative	I can overcome work difficulties on my own
	Personal qualities	I prioritize work above personal interests and communicate well with leaders.
Leadership Style, Nikmah (2021)	Ability to make decisions	My leader can make good decisions
	Ability to motivate	My leader can motivate employees well.
	Communication skills	Able to communicate well with employees
	Ability to control subordinates	My leader can control his subordinates well
	Responsibility	My leader has a responsibility to his subordinates
	Ability to control emotions	My leader can maintain his attitude and control his emotions well.
Organizational Culture, Day (2019)	Innovative takes risk into account.	I can solve problems well.
	Pay attention to each problem in detail.	I pay attention to each problem in detail.
	Oriented to the results to be achieved.	I was able to achieve the desired results
	Oriented to all employee interests.	I can work together with a team
	Aggressive at work.	I can meet company standards.
	Maintain and maintain work stability	I can maintain and maintain stability at work.
Compensation, Maulana (2020)	Wages	The salary I receive is following the performance I do

	Bonus	The bonuses given by the place I work so far can increase my enthusiasm for work
	Intensive	Incentives are given according to the quality of the work produced
		Transport money if the external service is sufficient for transportation needs
	Wages	I still get more wages when I get additional work
		The amount of travel money I receive is following my conditions, duties, and responsibilities

Data analysis in this study used the PLS (Partial Least Square) method using SmartPLS 3.2.9 software. According to Ghozali (2021), Partial Least Square (PLS) is a powerful analysis method and is often referred to as soft modeling because it eliminates the assumptions of OLS (Ordinary Least Square) regression, such as data must be normally distributed in a multivariate manner and there is no problem of multicollinearity between exogenous variables. The PLS evaluation model is carried out by assessing the outer model and inner model.

Model evaluation in this research includes evaluation of measurement and structural models. Evaluation of the measurement model is carried out to assess the reliability and validity of the indicators forming the latent construct. The measurement model in this research is reflective, Ghazali (2021). Validity of indicators (using factor loading significance criteria), Reliability of indicators (criterion of R2 value not less than 0.5), Convergence validity of indicators (using AVE (Average Variance Extracted) more than 0.5), Reliability of internal consistency of indicators per variable (using Composite Reliability (CR) value of more than 0.7) and discriminant validity of indicators per variable (using Fornell-Larcker and HTMT value criteria). Analysis and evaluation of the structural model is done by testing collinearity (VIF value criteria greater than 5, path coefficient significance (p-value criteria less than 0.05), coefficient of determination (R2), and f2 (effect size).

RESULTS AND DISCUSSION

This research was conducted on employees of PT BPR Surya Yudhakencana in Banjarnegara with a research sample of 110 respondents which can be explained in Table 2.

Table 2.
Respondent Characteristics

No	Respondent	Total	Percentage
1	Gender		
	Man	37	66.4%
	Woman	73	33.6%
2	Age		
	21 – 30 years	66	60%
	31 – 40 years	36	32.7%
	41 – 50 years	8	7.3%
	> 51 years	-	-
3	Profession		
	Staff, Marketing, Ao, Wakasi, IT, E-Banking & Product development, Administration, Back office, Bookkeeping, Wakasi funds, Head of section, Deputy head of section, Credit, Head of section, Deputy head of section, PKB.	110	100%
4	Last education		
	SMA/SMK	53	48.2%
	D3 (Diploma)	6	5.5%
	S1 (Bachelor)	51	46.4%
	S2 (Master)		
5	Length of work		
	14 years	54	49.1%
	5 – 8 years	32	29.1%
	9 – 12 years	15	13.6%
	> 12 years	9	8.2%

Source: data from the results of this research questionnaire in 2024.

Based on the results of the questionnaire validation, there is one indicator that is invalid because it is below 0.5, namely the employee performance indicator, namely, $Y_2 = 0.446$. These invalid indicators are then removed and eliminated to perfect this research

model. The results of statistical data analysis using SEM with the SmartPLS 3.2.9 software package are as follows.

Table 3.
Test Outer Model

	Organizational Culture	Leadership Style	Employee Performance	Compensation	Motivation
BUO1	0.682				
BUO2	0.602				
BUO3	0.613				
BUO4	0.660				
BUO5	0.574				
BUO6	0.648				
GK1		0.626			
GK2		0.634			
GK3		0.613			
GK4		0.668			
GK5		0.622			
GK6		0.661			
KO1				0.618	
KO2				0.682	
KO3				0.721	
KO4				0.638	
KO5				0.617	
KO6				0.765	
Y1			0.578		
Y3			0.681		
Y4			0.677		
Y5			0.589		
Y6			0.590		
Y7			0.524		
Y8			0.680		
Z1					0.692
Z2					0.618
Z3					0.536
Z4					0.638
Z5					0.652
Z6					0.664

Source: SEM-PLS 3.2.9 data processing for this research in 2024

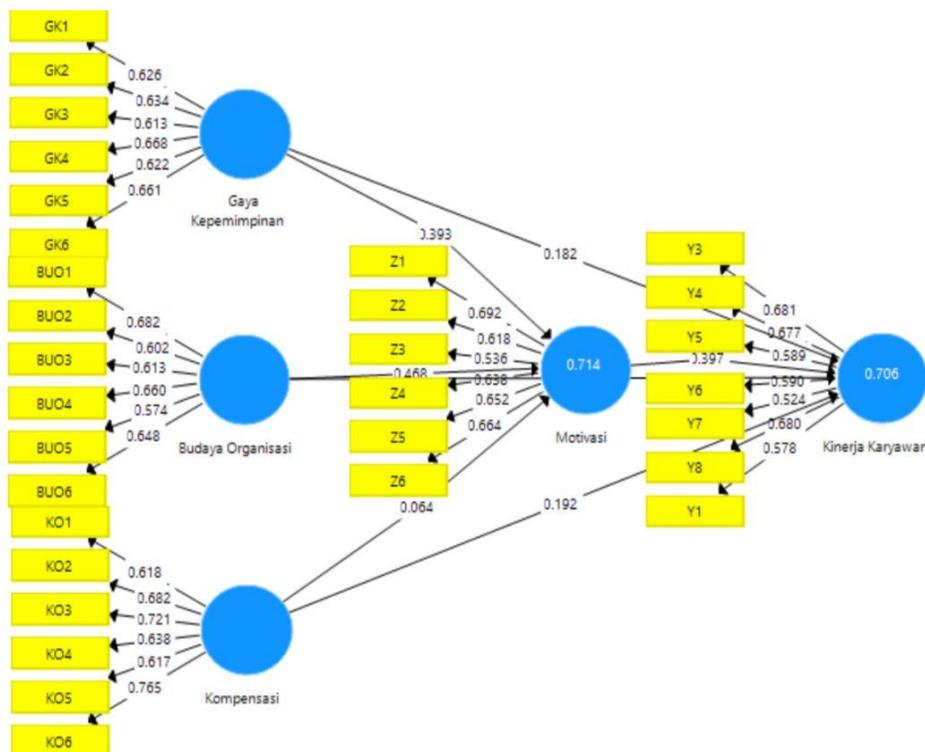


Figure 2.
Research Model

Source: SEM-PLS 3.2.9 data processing for this research in 2024

Table 3 and Figure 2 show that almost all indicators for each variable are above 0.5.

Table 4.
Validity and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture_	0.592	0.602	0.783	0.547
Leadership Style	0.567	0.566	0.776	0.536
Employee Performance	0.695	0.704	0.831	0.621
Compensation_	0.739	0.757	0.835	0.560
Motivation	0.625	0.633	0.798	0.569

Source: SEM-PLS 3.2.9 data processing for this research in 2024

Table. 4 shows that the AVE square root value of each variable is above 0.5. This shows that all variables in this study meet the requirements for good discriminant validity. The reliability test results also show that the Composite Reliability and Cronbach's Alpha values are above 0.5. This proves that this research data is reliable and consistent. The next validity test is the Fornell-Larcker Criterion which shows the validity of a variable when a variable has a correlation that is greater than the correlation between different variables.

Table 5.
Fornell-Larcker Discriminant Validity

	Organizational Culture	Leadership Style	Employee Performance	Compensation	Motivation
Organizational Culture_	0.740				
Leadership Style	0.502	0.732			
Employee Performance	0.495	0.587	0.788		
Compensation_	0.553	0.496	0.485	0.749	
Motivation	0.624	0.634	0.533	0.480	0.754

Source: SEM-PLS 3.2.9 data processing for this research in 2024

Table 5 is the Fornell-Larcker Discriminant Validity table showing that the correlation value of the association construct is higher compared to other constructs, so it can be said that the model has good discriminant validity. The final validity test is by looking at the Heterotrait-Monotrait Ratio (HTMT) value. The required HTMT ratio must be smaller than 1 so that it can be said to meet the discriminant validity assessment, Ghazali (2021).

Table 6.
Discriminant Validity Heterotrait-Monotrait

	Organizational Culture_	Leadership Style	Employee Performance	Compensation_	Motivation
Organizational Culture_					
Leadership Style	0.850				
Employee Performance	0.762	0.937			
Compensation_	0.822	0.767	0.668		
Motivation	0.996	0.748	0.791	0.691	

Source: SEM-PLS 3.2.9 data processing for this research in 2024
 None of the Heterotrait-Monotrait Ratio values in Table 6 are above 1, so it can be said that the research model formed from the variables above is valid, Hair et al (2010).

Table 7.
Path Coefficient Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Results
Leadership Style -> Employee Performance	0.219	0.217	0.080	2,733	0.006	Accepted
Organizational Culture_ -> Employee Performance	0.204	0.195	0.055	3,736	0,000	accepted
Compensation_ -> Employee Performance	0.035	0.043	0.048	0.728	0.467	Rejected
Leadership Style -> Motivation	0.410	0.403	0.091	4,493	0,000	Accepted
Organizational Culture_ -> Motivation	0.382	0.372	0.078	4,917	0,000	Accepted
Compensation_ -> Motivation	0.065	0.082	0.090	0.724	0.469	Rejected
Motivation -> Employee Performance	0.533	0.525	0.090	4,903	0,000	Accepted
Leadership Style -> Motivation -> Employee Performance	0.219	0.217	0.080	2,733	0.006	Accepted
Organizational Culture_ -> Motivation -> Employee Performance	0.204	0.195	0.055	3,736	0,000	Accepted
Compensation_ -> Motivation -> Employee Performance	0.035	0.043	0.048	0.728	0.467	Rejected

Source: SEM-PLS 3.2.9 data processing for this research in 2024

Table 7 displays the results of the hypothesis test as follows (t-table of 1.96), so:

- a) H1: Leadership style has a positive effect on employee performance, this is proven by (P Values = 0.006; t-Statistics = 2.733), with a value of 1.96 (t-count > t-table) and P Values < 0.05 which means H1 is accepted.

- b) H2: Organizational culture has a positive effect on employee performance, this is proven by (P Values = 0.000; t-Statistics = 3.736), with a value of 1.96 (t-count > t-table) and P Values < 0.05 which means H2 is accepted.
- c) H3: Compensation does not affect employee performance, this is proven by (P values = 0.467; t-Statistics = 0.728), with a value of 1.96 (t-count < t-table) and P Values < 0.05 which means H3 rejected.
- d) H4: Leadership style has a positive effect on motivation, this is proven by (P Values = 0.000; t-Statistics = 4.493), with a value of 1.96 (t-count > t-table) and P Values < 0.05 which means H4 accepted.
- e) H5: Organizational culture has a positive effect on motivation, this is proven by (P Values = 0.000; t-Statistics = 4.917), with a value of 1.96 (t-count > t-table) and P Values < 0.05 which means H5 accepted.
- f) H6: Compensation has no effect on motivation, this is proven by (P Values = 0.469; t-Statistics = 0.724), with values (t-count < t-table) and P Values < 0.05 which means H6 is rejected.
- g) H7: Motivation has a positive effect on employee performance, this is proven by (P Values = 0.00; t-Statistics = 4.903), with values (t-count > t-table) and P Values < 0.05 which means H7 is accepted.
- h) H8: Leadership style has a positive effect on employee performance through motivation as an intervening variable, this is proven by (P Values = 0.006; t-Statistics = 2.733), with values (t-count > t-table) and P Values < 0.05 which means H8 is accepted.
- i) H9: Organizational culture has a positive effect on employee performance through motivation as an intervening variable, this is proven by (P Values = 0.000; t-Statistics = 3.736), with values (t-count > t-table) and P Values < 0.05 which means H9 is accepted.
- j) H10: Compensation does not affect employee performance through motivation as an intervening variable, this is proven by (P Values = 0.467; t-Statistics = 0.728), with values (t-count < t-table) and P Values < 0.05 which means H10 is rejected.

Table 8.
R Square Test

	R Square	R Square Adjusted	
Employee Performance	0.635	0.632	
Motivation	0.715	0.707	

Source: SEM-PLS 3.2.9 data processing for this research in 2024

The R-square value in Table 8 also shows that leadership style and organizational culture influence employee performance by 63.2%. Furthermore, leadership style and organizational culture have a positive effect on motivation by 70.7% and the remainder is influenced by other factors not identified in this research.

The research results show that leadership style has a positive effect on employee performance, with a significant value supported by previous research. This leadership style is explained as a person's ability to motivate other people to achieve certain goals. The theory that supports this is the Path-Goal Theory, which emphasizes the importance of leaders providing direction, motivation, and assistance to their followers. Apart from that, organizational culture also has a positive effect on employee performance, with research results showing that organizational culture influences the behavioral norms and values accepted by organizational members. However, compensation does not have a significant effect on employee performance, even though balance theory emphasizes the importance of fairness in the work environment to achieve optimal performance. Lastly, leadership style also has a positive effect on employee motivation, following the Path-Goal Theory. This shows that effective leaders can motivate employees to achieve their goals.

Organizational culture has a positive influence on employee motivation, with a significant value indicating that a good organizational culture will improve employee performance. Balance theory explains that optimal performance can be achieved if there is justice felt by employees. The research results also show that compensation does not affect employee motivation, although good communication between leaders and subordinates can influence the compensation received by employees. This is adapted to expectancy theory which says that employees will be motivated if they feel their efforts are appreciated and the

desired results are produced. Apart from that, motivation also has a positive effect on employee performance, showing that the higher the employee's motivation, the higher their performance. Leadership style also has a positive influence on employee performance through motivation as an intervening variable. Various previous studies have supported this finding.

CONCLUSION

This research found that compensation did not affect the performance of PT BPR Surya Yudhakencana employees in Banjarnegara, because employees felt that the compensation they received was not appropriate so that leaders could later increase and prioritize the compensation they received for their employees. Apart from that, leaders can also directly review the reasons why employees feel that their compensation is not following what they want. Apart from that, this research shows that the leadership style and organizational culture at PT BPR Surya Yudhakencana in Banjarnegara have a positive influence, which means that employees feel comfortable with their work environment and the leadership of their superiors, a safe and comfortable work environment can encourage employees to perform well.

However, the R-square value shows that leadership style and organizational culture influence employee performance by 63.2%. Furthermore, leadership style and organizational culture have a positive effect on motivation by 70.7% and the remainder is influenced by other factors not identified in this research. This research has limitations that need to be taken into account. Therefore, further research with broader construct coverage and more diverse samples in other sectors by adding other variables can deepen understanding of human resource management.

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