

## THE INFLUENCE OF LEADERSHIP, MOTIVATION, COMPENSATION, AND SUPERVISION ON WORK PRODUCTIVITY AT PT. GASING SULAWESI IN MAKASSAR CITY



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### Abstract

This research aims to determine and analyze the influence of leadership, motivation, compensation, and supervision on work productivity at PT. Gasing Sulawesi in Makassar City. This type of research is quantitative research with a sample of 110 respondents using a questionnaire as a source of data collection. The analysis used is Multiple Linear Regression Analysis using the SPSS V.24 application. The results of the research show that: 1. Leadership has an insignificant positive effect on work productivity 2. Motivation has a positive and significant effect on work productivity. 3 Compensation has a positive and significant effect on work productivity. 4. Supervision has a positive and significant effect on work productivity.

**Keywords:** Leadership, Motivation, Compensation, Supervision

## INTRODUCTION

Human Resources is something that greatly influences the progress of a company. Because without quality human resources a company will not develop and may even experience setbacks. Human resources are also a very valuable investment for a company that needs to be maintained. Every company needs to prepare an activity program that contains training that can improve the capabilities, innovation, and professionalism of human resources and be able to compete in the current global era (Maghfiro, 2021). Human resources are the main key in a company, which can think and power. Physical characteristics are different for each person, so it would not be wrong to say that human resources are the most important assets that have a direct impact on the welfare of the company (Oktavia, 2021).

Human Resources must be managed properly because they are a trust for which they will be held accountable in the future before Allah SWT. As explained in the Qur'an (QS. Al-Baqarah: 30).

وَيَسْأَلُكَ الدِّمَاءُ وَنَحْنُ نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَ قَالَ إِنِّي أَعْلَمُ مَا لَا تَعْلَمُونَ

"Remember when your Lord said to the angels, "I will make a caliph on earth." They said, "Are You going to create someone who will cause harm and shed blood there, while we praise You and sanctify Your name?" He said, "Truly, I know what you do not know."

Based on the verse above which explains, Allah SWT, presented to the angels that he would create humans to manage the earth. So there was a conversation between Allah SWT and the angels discussing the creation of humans and there is a hadith that explains "the best humans are those who are most beneficial to other humans" (HR. Al-Qadla'iy in Musnad Asy-Syihaab no. 129, Ath-Thabaraaniy in Al-Ausath no. 5787).

Productivity is the relationship between an organization's output and the required input. What divides production and input is called quantified productivity. Productivity is often compared to predetermined standards. If more output is produced from the same amount or less input can be used to get the same output, then productivity is improved (Wibowo 2017). The research results found that supervision has a significant positive influence on employee work productivity, as well as compensation and motivation have a positive and significant influence on work productivity (Purwanti, et al., 2021). The results of other research show

that supervision has a positive effect on work productivity (Cindy Ayu Millania & Sri Ekowati, 2022).

Leadership is something that determines the success or failure of an organization. Leaders are responsible for coordinating and organizing existing resources so that they can become a unified whole and in harmony with each other (Cherry Kendra, 2021; Mango, 2018), initiating social behavior by regulating, showing, organizing, or controlling people's efforts others through prestige, power or position (Scheepers & Swart, 2020), the ability to influence groups towards achieving targets (Astuti et al, 2023). The research results found that leadership style had a significant positive effect on employee work productivity (Indrawati 2020). Apart from leadership factors, work productivity can also be influenced by motivation.

Motivation is a management action to encourage employees to improve their careers in a company with achievements (Yusnar et al, 2023). Motivation can be received in the form of material and non-material rewards, appropriate material rewards for the workload in a position will encourage employees to occupy that position (Liana, 2020). The research results show that motivation is closely related to work productivity, because the higher the level of motivation, the more enthusiastic a person will be to do work more quickly with quality that follows predetermined standards (Liana, 2020). The results of other research show that salary and motivation have a positive and significant influence on teacher productivity (Kamaruddin, et al. 2023).

Compensation is an income or reward received by employees that is given to the company, whether in the form of money, or goods directly or indirectly, with compensation it can influence the increase in employee work productivity. On the other hand, providing inappropriate compensation will not increase employee work productivity and can even reduce their work enthusiasm and enthusiasm (Afandi, 2018). The research results show that there is a significant influence between compensation and employee work productivity at PT. Thanks to Anugerah Sejahtera (Purnomo, 2021). The results of other research show that the variables of financial compensation, work discipline, and non-physical work environment have a partially positive and significant effect on PT work productivity. Indonesian Furukawa Automotive System (Sinta Sundari Heriyanti & Melyana Dwi R Santi, 2020).

Supervision can generally be defined as a way for an organization to realize effective and efficient performance and further support the realization of the organization's vision and mission (Fahmi, 2013). Supervision is the most important thing in an activity that will be carried out in a company, to direct employees to be able to carry out and complete work on time and in accordance with what is expected by the company (Ike and Rukzina, 2016). The results of partial test research show that supervision has a significant effect on employee productivity (Tamaka, et.al. 2022). The results of other research show that supervision has a significant effect on the work productivity of PT. Remco Palembang employees (Fitriana & Lilianti, 2020).

PT. Gasing Sulawesi in Makassar City, as a national-scale company, was established as a manifestation of the participation of the private sector in making an active contribution through participation in sustainable development in Indonesia. PT. Gasing Sulawesi in Makassar City is patterned on a system of cooperation and mutual benefit, as well as being a private company that has partnered with large national and international companies.

## **RESEARCH METHOD**

Based on the objects and analytical methods that have been used, this research uses a quantitative approach. This type of research starts from a theory and leads to a form of obtaining data that is more systematic, specific, structured, and planned and focuses more on the use of clearer numbers. According to Sugiyono (2019), a quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test the established hypothesis.

According to Handayani (2020), population is the totality of each element to be studied which has the same characteristics, which can be individuals from a group, event, or something to be studied. The population in this study that was the source of the authors' sampling was all employees at PT. Gasing Sulawesi in Makassar City, totaling 150 employees.

Handayani (2020) states the sampling technique, or what is usually called sampling is the process of selecting several elements from the population being studied to be used as samples and understanding the various traits or characteristics of the subjects being sampled, which can later be generalized from the elements of the population.

## RESULTS AND DISCUSSION

### Respondent Characteristics

This research explains the characteristics of respondents who are employees of PT. Gasing Sulawesi in Makassar City was obtained through a questionnaire. The characteristics in question are the identity of the respondent which consists of; 1) gender, 2) education level 3) age, and 4) position. Briefly, the characteristics of the respondents can be seen in Table 1 as follows:

**Table 1.**

#### **Composition of Respondents Based on Gender, Education Level, Age and Position**

No	Respondent Characteristics	Frequency	Percentage (%)
1	<b>Gender</b>		
	Man	71	64.5
	Woman	39	35.5
2	<b>Level of Education</b>		
	SMA/SMK	18	16.4
	Diploma	2	1.8
	S1	88	80.0
	S2	2	1.8
3	<b>Age</b>		
	21 - 30	17	15.5
	31 - 40	38	34.5
	40 - 50	36	32.7
	51 - 60	19	17.3

Source: Primary Data (processed) 2024

Based on the data in the table above, the age of the majority of respondents, 40 to 50 years, can be interpreted as an indication that this age group has significant work experience. With mature experience, they have a mature understanding, they have a better understanding of their duties and responsibilities which can contribute positively to employee productivity. The proportion of men reaching 64.5 percent can reflect the dominance of men in the PT. Gasing Sulawesi. It is important to consider the role of gender in the context of leadership, motivation, compensation, and supervision, as well as how gender differences may influence these variables. The dominant education level was at the undergraduate level, 80.0 percent, indicating that the majority of respondents had a high level of education. This can be interpreted as employees at PT. Gasing Sulawesi in Makassar City tends to have a high level of understanding which can support maximum work productivity results.

**Test the Validity of Research Instruments**

Validity aims to determine the level of validity of the instruments used in research. Through the validity test, it will be possible to know whether the question items presented in the questionnaire are truly able to reveal with certainty the problem being studied. The technique that can be used to test validity is item analysis, where each value in each question item in the questionnaire is correlated with the total value of all question items for a variable, using the Product Moment formula.

How to test validity using the Product Moment formula with a significance level of 0.05. If  $r_{xy} > \text{table}$  then the data is valid, but if  $r_{xy} < \text{table}$  then the data is invalid. Validity can also be determined from the significance of the correlation results. If the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in the research, the results of testing the validity of the research instrument are as follows:

**Table. 2.**  
**Recapitulation of Validity and Reliability Test Results**

Variable	Items	r	sig.	Information	Reliability	Information
Leadership	X1.1	0.371	0,000	Valid	0.606	Reliable
	X1.2	0.716	0,000	Valid		
	X1.3	0.897	0,000	Valid		

Motivation	X2.1	0.664	0,000	Valid	0.639	Reliable
	X2.2	0.669	0,000	Valid		
	X2.3	0.679	0,000	Valid		
	X2.4	0.759	0,000	Valid		
Compensation	X3.1	0.916	0,000	Valid	0.854	Reliable
	X3.2	0.824	0,000	Valid		
	X3.3	0.894	0,000	Valid		
Supervision	X4.1	0.916	0,000	Valid	0.842	Reliable
	X4.2	0.824	0,000	Valid		
	X4.3	0.894	0,000	Valid		
Work Productivity	Y1.1	0.939	0,000	Valid	0.937	Reliable
	Y1.2	0.932	0,000	Valid		
	Y1.3	0.979	0,000	Valid		

Source: attachment 3 validity and reliability test results.

Based on Table 2, it can be seen that the research instruments for all items and variable indicators are valid.

### Research Instrument Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A measuring instrument can only be trusted and relied upon if it always obtains consistent results from unchanging measurement phenomena carried out at different times. To carry out a reliability test, the Cronbach Alpha technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more.

Based on the results of research instrument reliability testing, as in Table 2, the test results show that all research instruments are reliable. It can be seen that all variables in this study have a reliability coefficient/alpha greater than 0.6. If the results of this reliability test are linked to the reliability coefficient index criteria according to Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus, the research data is valid and suitable for use in testing research hypotheses.

### Regression Analysis

Regression analysis was carried out to prove the hypothesis proposed in this research, namely to analyze the influence of the independent variable on the dependent variable, and to test the research hypothesis that was stated previously.

The basis for hypothesis testing in this research uses good probability values for partial tests. In general, the hypothesis put forward in this research is as follows:

H<sub>0</sub>: There is no influence between the independent variable and the dependent variable

H<sub>a</sub>: There is an influence between the independent variable and the dependent variable

The basis for making the decision is:

$P \leq 0.05$ , then H<sub>0</sub> is rejected

$P > 0.05$ , then H<sub>0</sub> is accepted

### Hypothesis Test

This hypothesis testing is carried out using multiple linear regression statistical analysis techniques, from computer-processed results of the SPSS for Windows sub-program which will be presented through significance tables, along with explanations according to the hypothesis that has been formulated.

Based on the empirical model proposed in this research, the proposed hypothesis can be tested through regression coefficient testing. The test results in Table 4.9 are hypothesis testing by looking at the p-value, if the p-value is smaller than 0.05 then the influence between the variables is significant. The test results are presented in the following table:

**Table 3.**  
**Hypothesis Test**

HIP	Independent Variable	Dependent Variable	B	Beta	t	Sig	Information
H1	Leadership	Work Productivity	0.096	0.101	1,574	0.082	Not Significant
H2	Motivation	Work Productivity	0.189	0.161	2,382	0.019	Significant
H3	Compensation	Work Productivity	0.311	0.321	3,747	0,000	Significant

H4	Supervision	Work Productivity	0.754	0.775	10,240	0,000	Significant
R = 0.865		R Square = 0.748					
F = 77,756							
Sig 0,000							

Based on the overall model of the four hypothesized direct effects, there are three that are significant and one that is not significant. The interpretation of Table 3 can be explained as follows:

- a. Leadership has an insignificant positive influence on work productivity with  $P = 0.082 > 0.05$  with a t value of  $1.574 < t_{table} 1.982$  and a coefficient of 0.096 or this coefficient shows that leadership does not affect increasing employee work productivity at the PT. Gasing Sulawesi in Makassar City.
- b. Motivation has a significant positive influence on work productivity with  $P = 0.019 < 0.05$  with a value of  $t_{count} 2.382 > t_{table} 1.982$  and a coefficient of 0.189, or 18.9%. This coefficient shows that the better the motivation, the more work productivity employees at PT. Gasing Sulawesi in Makassar City will also get better.
- c. Compensation has a significant positive influence on work productivity with  $P = 0.000 < 0.05$  with a t value of  $3,747 > t_{table} 1,982$  and a coefficient of 0.311 or 31.1%. This coefficient shows that the better the compensation received, the better the work productivity will be.
- d. supervision has a significant positive influence on work productivity with  $P = 0.000 < 0.05$  with a t value of  $10,240 > t_{table} 1,982$  and a coefficient of 0.754 or 75.4%. This coefficient shows that the more appropriate employee supervision is to their skills, the better work productivity will be.
- e. Significant F test with  $Sig < 0.05$ , meaning that the model built describes the conditions at the research site or the results of this research can be generalized to the PT. Gasing Sulawesi in Makassar City.
- f. R Square produces a value of 0.748, meaning that the model built describes the conditions at the research site by 74.8% and the remaining 25.2.4% is the limitations of the research instrument in revealing facts and the presence of researcher errors.

### Classical Assumption Testing

To obtain an unbiased and efficient estimator value from a multiple regression equation, the data must meet the following classical assumption criteria:

a. Multicollinearity

Multicollinearity is a situation where there is a very high correlation between the independent variables in the regression equation. According to Gujarati (1999:157), multicollinearity means that there is a high correlation (near perfect) between independent variables. To detect whether there is multicollinearity is done by looking at the VIF (Variance Inflating Factor). If the VIF value is less than 5, then there is no multicollinearity in the model (Santoso, 2003 Sulaiman, 2004).

**Table 4.**  
**Multicollinearity Test**

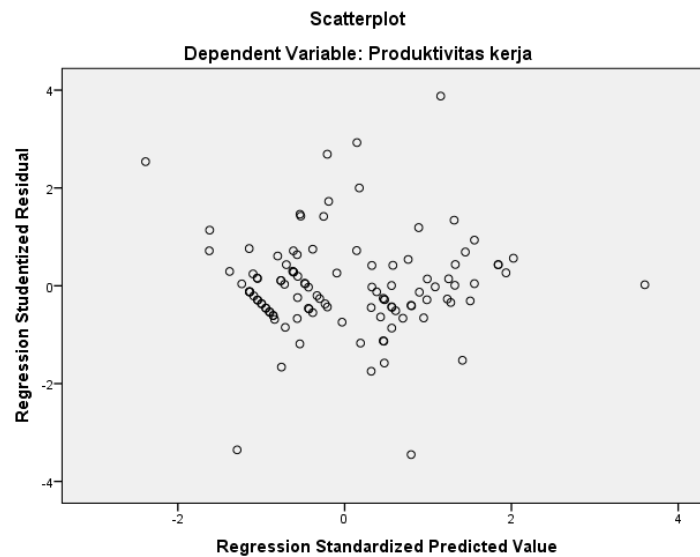
<b>Independent Variable</b>	<b>Tolerance</b>	<b>VIF</b>	<b>Information</b>
Leadership	0.959	1,042	Non-Multicollinearity
Motivation	0.528	1,895	Non-Multicollinearity
Compensation	0.326	3,068	Non-Multicollinearity
Supervision	0.419	2,384	Non-Multicollinearity

Based on Table 4, it is known that none of the VIF values exceeds the value of 5, thus it can be concluded that multicollinearity does not occur.

b. Heteroscedasticity

Heteroscedasticity will result in the estimation of regression coefficients being inefficient. The assessment results will be less than they should be. Heteroscedasticity contradicts one of the basic assumptions of linear regression, namely that the residual variation is the same for all observations, or is called homoscedasticity (Gujarati, 1999). The diagnosis of heteroscedasticity can be done by paying attention to the residual (\*ZRESID) and predicted variables (\*ZPRED). If the distribution of points in the plot is scattered around zero (0 on the Y axis) and does not form a particular pattern or trend line, then it can be said that the model does not meet the heteroscedasticity assumption or the regression model is said to meet the requirements for prediction (Santoso, 2003 and Sulaiman, 2004).

Heteroscedasticity was tested using a Scatterplot graph. The results of the heteroscedasticity test are shown in the image below:



**Figure 1.**

### **Heteroscedasticity Test Results**

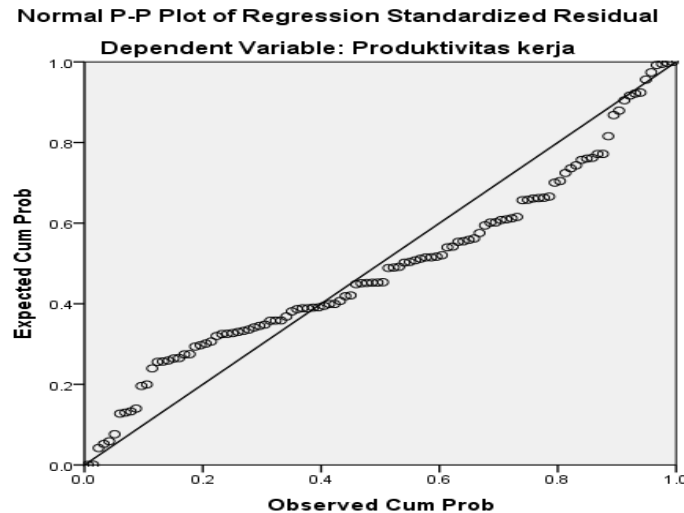
Based on this picture, it can be seen that heteroscedasticity does not occur because there is no clear pattern and the points are spread out. The basis for making this decision is:

- If certain patterns form certain regular patterns, then heteroscedasticity occurs
- If there is no clear pattern and the points are spread out then heteroscedasticity does not occur.

#### c. Normality Test

Used to detect whether the data distribution of the independent variable and the dependent variable is normal. The normality test is intended to see whether the data being analyzed has a residual value that is around zero (normal data) or not. If it is around zero, then the normality assumption is met, and vice versa (Yarnest, 2004). A good regression model has a normal or close-to-normal data distribution. To test or detect this normality, it is known from the normal probability plot display. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. If the data spreads far from the diagonal line, then the regression model meets the normality assumption. If the data spreads far from the diagonal line

and/or does not follow the direction of the diagonal line, then the regression model does not meet the normality assumption. Based on the normal probability plot graph as presented in the following figure:



**Figure 2.**

### **Probability Plot Norm Test**

It can be seen that the dots are spread around the diagonal line, and the distribution follows the direction of the diagonal line. So the regression model is worthy of further analysis.

### **Leadership Influence Against Work Productivity**

To answer the problem formulation and first hypothesis, it can be observed from the results of the regression analysis in Table 3. This table shows that leadership has a positive and insignificant influence on work productivity. This finding shows that the more leaders carry out their duties does not encourage employee work productivity at PT offices. Gasing Sulawesi in Makassar City. will also increase. This finding contradicts the research results of Harras, et al (2023) which shows that partially there is a positive and significant influence between Leadership on Employee Work Productivity at PT J&T Teknologi Express-SDP Pondok Aren.

The results of descriptive statistics show that the ability to control is the indicator that has the highest mean value compared to the communication ability and decision-making ability of the leadership variables. This proves that leadership that is considered effective may focus more on the ability to control or manage individual and organizational

performance as a whole. This includes the ability to organize tasks and resources, manage time, and ensure that goals and performance standards are met.

The facts at the research site that I obtained through interviews with informants explain that leaders only direct work achievement but do not encourage work productivity, so unproductive employees only refer to completed responsibilities, there is no creativity in employees working beyond what is assigned. Based on this, employees are not interested or take the initiative in working but are patterned at the job, this is due to the lack of examples given by leaders as well as the absence of a thorough evaluation of the needs and challenges faced by employees and the absence of identification of areas where increased work productivity is needed.

### **Influence of Motivation on Work Productivity**

To answer the problem formulation and second hypothesis, it can be observed from the results of the regression analysis in Table 3. This table shows that motivation has a significant positive influence on work productivity. This shows that the better the work motivation that employees have, the more work productivity at PT. Gasing Sulawesi in Makassar City will also increase. This finding follows the results of research conducted by Wendy Liana (2020) which shows that motivation influences work productivity.

The results of descriptive statistics show that work itself is the indicator that has the highest mean value of the motivation variable, this proves that these results emphasize the importance of focusing on aspects of work that increase intrinsic motivation. This can include providing constructive feedback, creating a supportive work environment, and assigning challenging assignments that match the employee's skills and interests.

Facts from the research show that motivation is provided by companies by creating a safe, healthy, and supportive work environment, where employees feel valued and respected as well as encouraging feedback from employees about the work environment and work practices, so that they use this input. to make positive changes.

### **Influence of Compensation for Work Productivity**

To answer the problem formulation and third hypothesis, it can be observed from the results of the regression analysis in Table 3. This table shows that compensation has a

significant positive influence on work productivity. These findings show that the better the compensation employees receive, the better their work productivity will be.

This finding is in accordance with the results of research conducted by Cindy et al (2022) which shows that compensation has a significant positive influence on employee work productivity. The results of descriptive statistics show that allowances are the indicator that has the highest average value of the compensation variable, this proves that allowances have a significant impact on employee work productivity. By providing various benefits, companies not only show appreciation for employees' contributions but also actively support their well-being and job satisfaction.

Facts at the research site show that the compensation provided includes additional benefits, namely health benefits, and BPJS employment benefits, as well as providing performance bonuses or incentives based on individual, team, or company achievements.

### **Influence of Supervision of Work Productivity**

To answer the problem formulation and first hypothesis, it can be observed from the results of the regression analysis in Table 3. This table shows that supervision has a significant positive influence on work productivity. This finding shows that the better employee performance, the better work productivity will be.

This finding is in accordance with the results of research conducted by Purwati et al (2021). The research results show that supervision has a significant positive influence on employee work productivity. The results of descriptive statistics show that guiding and operational as well as setting implementation standards are the two indicators that have the highest mean value of the monitoring variable. This proves that by having operational instructions and clear implementation standards, employees may be better able to understand the company's expectations for performance. they. This can lead to increased efficiency and productivity because employees have clear guidance on what is expected of them.

Facts at the research site show that there is good supervision and ensuring that workers comply with the safety standards set for their work environment. This includes the use of personal protective equipment, implementation of safety procedures, and identification and appropriate handling of potential risks. ensuring that workers carry out their duties according

to established standards and addressing problems or non-conformities immediately if discovered.

## CONCLUSION

Based on the results of research and data analysis, it can be concluded that:

1. Leadership has a positive but not significant influence on work productivity. This coefficient shows that although leadership has a positive impact on work productivity, it does not have a dominant influence in determining the level of work productivity.
2. Motivation has a significant positive influence on work productivity, this coefficient shows that motivation indicates that employees who feel intrinsically or extrinsically motivated tend to work harder, be more committed, and be more focused on achieving their work goals, which in turn increases overall productivity.
3. Compensation has a positive and significant influence on work productivity. This coefficient shows that compensation has an important and real role in increasing employee productivity levels. In other words, the higher the level of compensation given to employees, the higher the level of productivity that can be achieved.
4. Supervision has a significant positive influence on work productivity. This coefficient indicates that good supervision can have a positive impact on employee work productivity. This may reflect that employees who receive proper guidance, monitoring, and feedback from their superiors tend to work more efficiently and focus on their work goals.

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