

## THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT. SIRAJ BADAWI CUKUP RUPIAH (SBCR)



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### Abstract

Employee performance is an important factor in the success of the company. Leadership, organizational culture, and compensation are variables that are expected to be explained in this study related to employee performance. Data processing in this study was carried out using SPSS 25, using quantitative methods. Employees of PT Siraj Badawi Cucus Rupiah were selected as the sample through the use of simple random sampling. Participants in this survey were randomly selected from a population of 151 employees; 110 respondents were randomly selected to fill out the questionnaire using the Slovin formula. The results of the study can be concluded if leadership, organizational culture, and compensation have a positive and significant effect on employee performance, and leadership, organizational culture, and compensation together affect employee performance.

**Keywords:** Leadership, Organizational Culture, Compensation, Employee Performance

## INTRODUCTION

Over the past decade, global business conditions have undergone significant changes influenced by technological developments, globalization, and changing consumer preferences. Digital transformation has become a key driver of innovation in sectors ranging from manufacturing to services. Companies are increasingly relying on big data, artificial intelligence (AI), and automation to improve efficiency and competitiveness. On the other hand, challenges such as climate change, geopolitical tensions, and global pandemics like COVID-19 have changed market dynamics and work patterns, creating new challenges that companies must face.

Human resource management (HRM) is a key aspect, and the shift towards a digital skills-based workforce and work flexibility is increasingly coming into focus. The pandemic accelerated the adoption of remote working and hybrid working models, which changed the way organizations manage their teams. Therefore, good employee performance can help companies deal with the dynamics of the problems faced in this world. Employee performance is a major factor in the achievement of individual tasks that contribute to the success of organizational performance (Safitri, 2022). Employee diversity, inclusion, and well-being are also strategic priorities to attract and retain top talent. In addition, increased automation requires employees to continuously develop new skills to remain relevant in the fast-changing world of work.

In Indonesia, business conditions also continue to evolve in line with global dynamics and domestic changes. Indonesia is a promising market due to its large population, growing middle class, and status as one of Southeast Asia's leading economies. The rise of tech startups and the rapid pace of e-commerce in Indonesia are indicators that digital transformation is a key component of the country's economic growth. Effective human resource management is essential in this context to ensure that activities produce the desired results, human resources are considered the key to achieving the goals and success of a company in the future (Alexandro Hutagalung, 2022). On the other hand, Indonesia's Human Resources (HR) faces major challenges related to the skills gap, which has resulted in the performance of these employees decreasing or not increasing over the past five years.

Companies, especially those engaged in the food and beverage industry, face intense competition. Therefore, the company can prioritize the development of human resources for the company's progress. In order for this goal to be achieved, the company needs to ensure that its workforce has superior quality and maximum performance. Performance can be used to determine and measure whether or not company goals are achieved in employee performance. With highly qualified employees, companies can achieve optimal performance levels (Neher & Maley, 2020).

Leadership, organizational culture and compensation are the three most important aspects that influence employee performance outcomes. Rather than relying solely on their own viewpoints, leaders often assume that others' viewpoints are more valuable, and that member involvement can foster a sense of responsibility in execution. Another assumption is that participation is also considered an opportunity for members to develop themselves so that employees can continue to innovate and show creativity (Andres Rodriguez-Clare & Jonathan Dingel, 2021). The role of a leader is crucial in shaping an organization's work culture, which contributes to increased employee loyalty. Leaders are also responsible for coordinating teams, directing employee behavior, and instilling company values that must

be adhered to by all members. Thus, leaders shape patterns of employee attitudes and actions to be aligned with achieving company targets (Novianti et al., 2024).

In addition, organizational culture is a fundamental element that shapes behavior and values within the company. Organizational culture can be interpreted as a common agreement among members in an effort to improve performance, especially through the active participation of each member (Afandy et al., 2022). A positive culture encourages a sense of belonging among employees, which in turn increases morale, productivity, and creativity.

When it comes to improving employees' financial and nonfinancial performance, compensation is as important as leadership and organizational culture. When workers are fairly compensated, they feel valued and tend to try harder. Improving employee performance can have an impact on improving the performance of the company itself. Ultimately, it can contribute to company revenue and employee welfare. Moreover, for a broader effect, namely being able to provide income for the country and can overcome the problem of poverty in society and the employees themselves (Efendi et al., 2020). Therefore, the compensation system needs to be designed in such a way as to reflect the value of individual and team work and achievements. To help businesses improve their HR management, researchers will examine how factors such as leadership, organizational culture, and compensation affect employee performance.

## REVIEW OF LITERATURE

### Leadership

According to Afandi, leadership means guiding a group of individuals to achieve a common goal (Bahri et al., 2024). According to Terry, leadership is influencing others to work towards a common goal (Tianingrum, 2022). According to Edison, leadership is the action of a person who is responsible and uses his position to inspire his followers to work for a common goal (Susijawati et al., 2023). Therefore, leadership is defined as inspiring subordinates to work for a common goal. It includes actions taken by leaders to direct and motivate followers to achieve specific goals.

According to Affandi, the dimensions of leadership are Leadership 1) Characteristics and 2) Effective Leadership (Bahri et al., 2024). Meanwhile, according to Terry in there are several indicators in understanding leadership, including 1) Emotional stability, 2) Human Relations, 3) Personal Motivation, and 4) Communication skills (Tianingrum, 2022). According to Schermer-Horn Leadership has five dimensions and thirteen indicators including 1) Leaders must and are able to communicate effectively indicators include a) Have a clear and practical business plan, b) Deliver the plan effectively to team members, c) Help members have confidence in the leader to improve the situation through change, 2) Focus on members and the environment through indicators a) Supervise and encourage members' work, b) Care about every problem faced by members, c) Pay attention to the work environment and comfort 3) Motivate members with indicators a) Motivate members to equip themselves with knowledge and skills and try to improve their abilities, b) Stimulate members to have determination in completing tasks thoroughly, c) Inviting all members to be quality-oriented, 4) maintaining team cohesiveness, which consists of a) Inviting members to work in a solid and harmonious team, b) resolving any

conflicts between members properly, and 5) Respecting differences and beliefs with indicators a) Respecting every difference of opinion to achieve better goals, b) Inviting all members to respect differences and beliefs (Edison et al., 2022).

### **Organizational Culture**

According to Ganyang, the values, conventions, and beliefs shared by organizational members are known as organizational culture (Rahmawati et al., 2021). These beliefs and values manifest in the daily actions, attitudes, and behaviors of organizational members, whether those actions are intentional or not. An organization's unique identity is shaped by these values, which distinguish it from other organizations. The informal components that arise from interactions among organizational members are as important as the written or formal components when it comes to organizational culture. Thus, organizational culture is important because it affects the relationships between groups and individuals within an organization and the way people think, act, and make decisions.

Luthans defines organizational culture as the recognition of the importance of shared norms and values that govern the behavior of participants in an organization (Bolung et al., 2021). Organizational culture refers to the behavioral system of shared meanings shared by all employees of the organization that distinguishes it from other organizations (Robbins, S, P & Judge, T., 2021). Thus, it is concluded that organizational culture is a set of values, conventions, and meanings shared by its members that influence their character, outlook, and actions, as well as what distinguishes them from other organizations.

There are seven dimensions of organizational culture according to Ganyang, including 1) Motivation and courage to take risks, 2) attention to detail, 3) results-oriented 4) people-oriented, 5) team-oriented, 6) aggressive attitude, and 7) stability (Rahmawati et al., 2021). Luthans said that organizational culture has six characteristics, including 1) visible patterns of behavior, 2) norms, 3) main values espoused, 4) rules, 5) philosophy, and 6) atmosphere in the organization (Bolung et al., 2021). According to (Robbins, S, P & Judge, T, 2021) there are seven characteristics of organizational culture including 1) innovation and risk-taking, 2) attention to work details, 3) results orientation, 4) orientation to individuals or people, 5) team orientation, 6) aggressiveness, and 7) stability.

### **Compensation**

According to Nawawi, workers receive compensation as a form of appreciation for the efforts they have made in their work (Arif et al., 2019). However, as stated by Dessler, compensation is defined as a means by which an employee is rewarded in the form of money for the efforts he has made (Rahim et al., 2022). Meanwhile, compensation is defined as "the total amount of gifts given by an organization to its employees in return for their services" (Sinambela, L, 2019). Therefore, it can be concluded that salaries, bonuses, and other forms of monetary and non-monetary benefits are forms of compensation that employees receive as a result of their efforts at work.

There are three forms of compensation mentioned by Nawawi compensation is divided into three types, namely 1) direct compensation 2) indirect compensation and 3) incentives (Difa & Furyanah, 2022). Dessler classifies compensation indicators into three categories, namely direct economic compensation, indirect economic compensation, and noneconomic compensation (Desy Pangastuti et al., 2020). According to (Sinambela, L, 2019) there are two main categories of compensation, namely direct and indirect financial compensation. Base salary, incentives, bonuses, and allowances are the four components

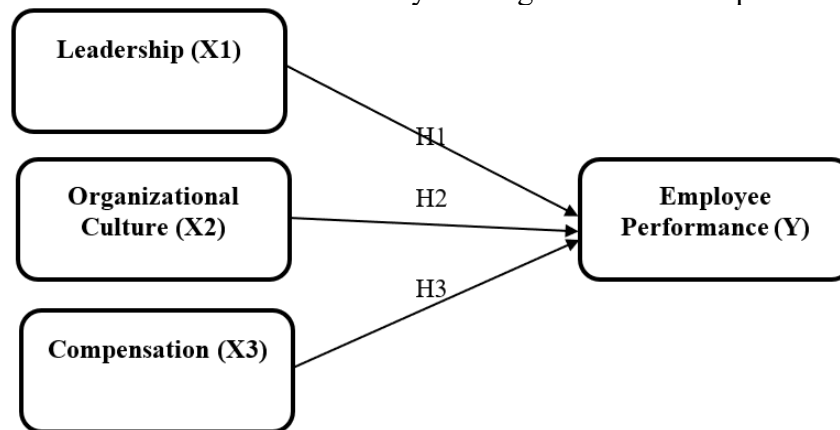
that make up direct financial compensation. Among the many forms of indirect payments, there are protection programs, out-of-hours pay, and access to company facilities.

### Employee Performance

One indicator of the success of an individual or team in achieving organizational goals is their performance. Some experts argue that efficiency and effectiveness in achieving goals are components of performance. Robbins (Saragih et al., 2022) argues that the ratio of output to input is the best indicator of performance. Efficiency in achieving goals and utilizing resources are other important performance indicators. Meanwhile, Mangkunegara in (Puspita & Sri, 2020) emphasizes that performance is the achievement of work results in quantity and quality by employees in accordance with their duties. Performance is Ability, perseverance, independence, and compliance with ethics and law are some of the characteristics that appear in individual or team performance, according to (Busro, 2018).

The amount of work, quality of work, and how quickly tasks are completed are ways to assess employee performance. Quantity, quality, timeliness, effectiveness, and independence of work are five metrics proposed by Robbins in (Safitri, 2022). In addition, Mangkunegara in (Puspita & Sri, 2020) emphasizes the importance of quality, quantity, initiative and employee cooperation in assessing performance. Combined, these factors paint a more complete picture of an employee's performance in completing their tasks

According to (Busro, 2018) there are three main ways to assess employee performance: their work output, their behavior at work, and their individual traits. A person's work results include the quality of work, quantity, and effectiveness of task completion. Discipline, initiative, and thoroughness at work are work behaviors, while honesty and creativity are personal traits. An employee's contribution to organizational success is reflected in all of these criteria, which are interrelated to form optimal performance towards organizational goals. As a result, the effectiveness and efficiency of employees' work can be better understood by looking at their overall performance.



**Figure 1.**  
**Conceptual Framework**

### Hypothesis:

H1: Leadership affects employee performance

H2: Organizational culture affects employee performance

H3: Compensation affects employee performance

### RESEARCH METHOD

The research conducted uses quantitative methods, which aim to test the cause-and-effect relationship between variables, each of which is analyzed using some appropriate statistical data. Data collection and analysis in this study were carried out using quantitative methods. The independent variables of this study are leadership (X1), organizational culture (X2), compensation (X3), and performance (Y). A total of 151 workers from PT were included in this study. According to the Slovin formula, with a 5% margin of error, the sample size of PT Siraj Badawi Cukup Rupiah (SBCR) was 110. Questionnaires were used to measure the following factors: leadership, organizational culture, compensation, and employee performance. The research in this study used a Likert scale to measure the variables.

### RESULTS AND DISCUSSION

#### Respondent Characteristics

**Table 1.**  
**Characteristics of Respondents**

Characteristics	Frequency	Percentage
<b>Length of work</b>		
< 1 year	7	6%
1-3 years	42	38%
> 3 years	61	55%
Total	110	100%
<b>Last Education</b>		
SD	10	9%
SMP	10	9%
High School	39	35%
D3	5	5%
S1	43	39%
S2	2	2%
S3	1	1%
Total	110	100%

From the data, it can be seen that respondents who have worked for more than 3 years dominate with 61 respondents (55%), and the lowest are respondents who have worked for less than 1 year, namely 7 respondents (6%). Then the average last education is S1, where 43 (39%), and the lowest is S2, with 1 respondent (1%).

#### Validity Test

**Table 2.**  
**Validity Test Result**

Leadership		Organizational Culture		Compensation		Employee Performance	
No.	Counter	No.	Counter	No.	Counter	No.	Counter
X1.1	0,468	X2.1	0,457	X3.1	0,419	Y.1	0,679

X1.2	0,479	X2.2	0,525	X3.2	0,423	Y.2	0,440
X1.3	0,465	X2.3	0,540	X3.3	0,399	Y.3	0,543
X1.4	0,637	X2.4	0,729	X3.4	0,341	Y.4	0,590
X1.5	0,674	X2.5	0,691	X3.5	0,381	Y.5	0,553
X1.6	0,545	X2.6	0,659	X3.6	0,383	Y.6	0,529
X1.7	0,659	X2.7	0,707	X3.7	0,398	Y.7	0,498
X1.8	0,583	X2.8	0,729			Y.8	0,690
X1.9	0,615	X2.9	0,662				
X1.10	0,569	X2.10	0,641				
X1.11	0,568	X2.11	0,721				
X1.12	0,462	X2.12	0,551				
X1.13	0,468	X2.13	0,588				
		X2.14	0,605				

Source: SPSS 25 Data for Windows output

The validity test concluded that all items stated in the dependent variable (employee performance) and independent variables (leadership, organizational culture, and compensation) were valid. Testing parameters include a Df value of 110 - 3, a Pearson correlation of 0.05, and an Rtable value of 0.1882. Each statement item tested has a significant correlation with the problem variable, as indicated by the test results, where the Rcount value is greater than the Rtable (0.1882). This research instrument is valid and measures meaning well, so the results can be concluded.

#### Reliability Test

**Table 3.**  
**Reliability Test Results**

Variables	Cronbach's Alpha	Criteria	Description
Leadership (X1)	0,903	0,70	Reliable
Organizational Culture (X2)	0,915	0,70	Reliable
Compensation (X3)	0,739	0,70	Reliable
Performance (Y)	0,851	0,70	Reliable

Source: SPSS 25 Data for Windows output

The reliability test results show that all statements on each variable are reliable, as indicated by the Cronbach's alpha value. The four variables are leadership (X1), organizational culture (X2), compensation (X3), and employee performance (Y) have a Cronbach's  $\alpha$  value higher than the standard threshold of 0.70. The reliability and validity of the instruments used to measure the variables in this study are supported by their good internal consistency. This means that there is a high level of consistency and stability in the results obtained from each variable.

## Normality Test

**Table 4.**  
**Results of The Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		110
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.53014974
Most Extreme Differences	Absolute	.054
	Positive	.043
	Negative	-.054
Test Statistic		.054
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS 25 Data for Windows output

A significance value of 0.200 was obtained from the one-sample Kolmogorov-Smirnov test, which is higher than the 0.05 significance level. The variables of leadership (X1), organizational culture (X2), compensation (X3), and employee performance (Y) all follow a normal distribution, according to this study. So that all variable data comply with one of the cornerstones of statistical analysis, namely that the data follow a normal distribution.

## Multicollinearity Test

**Table 5.**  
**Result of Multicollinearity Test**

Variables	Tolerance	VIF
Leadership (X1)	0,559	1,778
Organizational Culture (X2)	0,462	2,166
Compensation (X3)	0,771	1,296

Source: SPSS 25 Data for Windows output

There were no signs of multicollinearity in the study, according to the calculation of tolerance values and VIF values. When the tolerance for each independent variable is more than 0.10, it indicates that there is no very high correlation between any of the variables. In addition, there is no indication of excessive multicollinearity as the VIF values for all variables are less than 10. It is clear that there is no distortion of multicollinearity and that the results of the analysis are reliable.

**Multiple Regression Test**

**Table 6.**

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
<b>1</b>	<b>(Constant)</b>	<b>6.692</b>	<b>3.032</b>		<b>2.207</b>	<b>.029</b>
	<b>Leadership</b>	<b>.206</b>	<b>.061</b>	<b>.315</b>	<b>3.396</b>	<b>.001</b>
	<b>Organizational Culture</b>	<b>.166</b>	<b>.053</b>	<b>.318</b>	<b>3.112</b>	<b>.002</b>
	<b>Compensation</b>	<b>.226</b>	<b>.077</b>	<b>.231</b>	<b>2.927</b>	<b>.004</b>

a. Dependent Variable: Performance

**Source:** SPSS 25 Data for Windows output

As seen in the table above, a multiple linear equation is obtained, namely  $Y = 6.692 + 0.206 + 0.166 + 0.226$ , while  $df = n - k$ , the  $df$  value obtained according to the T test is 107. The t-table value of 1.6592 is the result of a significance level smaller than 0.05. The t-test results show that the leadership variable (X1) has a t-count value of  $3.396 > 1.6592$  and a significance value of  $0.001 < 0.05$ , which means that H1 can be accepted and Ho is rejected, which means that leadership has a positive and significant influence. Ho is rejected and H2 is accepted because the t-count value of the organizational culture variable (X2) is  $3.112 > 1.6592$  and the significance value is  $0.002 < 0.05$ , which means that organizational culture has a positive and significant effect. Compensation has a positive effect on performance because the t-count value is  $2.927 > 1.6592$  and the significance value is  $0.004 < 0.05$  for the compensation variable (X3). It is concluded that H3 is accepted and Ho is rejected.

**Table 7.**

<b>Model Summary</b>				
Adjusted R				
Model	R	R Square	Square	Std. Error of the Estimate
1	.699 <sup>a</sup>	.489	.474	2.566

a. Predictors: (Constant), Compensation, Leadership, Organizational Culture

**Source:** SPSS 25 Data for Windows output

Statistical analysis showed that leadership, organizational culture, and compensation accounted for 47.4 percent ( $R^2 = 0.474$ ). Thus, it is clear that these three factors have a significant impact on efficiency, but the model still cannot explain 52.6% of the other variables that may be influenced by other factors outside this study.

**Table 8.**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	666.810	3	222.270	33.765	.000 <sup>b</sup>
	Residuals	697.781	106	6.583		
	Total	1364.591	109			

a. Dependent Variable: Performance

b. Predictors: (Constant), Compensation, Leadership, Organizational Culture

**Source:** SPSS 25 Data for Windows output

The significance level is 0.000, and the f-count is 33.765, as shown in the F-test results table. After that, we compared the f-count with the f-table, which resulted in 2.69 at the 0.05 level. So,  $33.765 > 2.69$  on the  $F\text{-count} > F\text{-table}$  value, we can conclude that the leadership, organizational culture, and compensation variables simultaneously affect employee performance.

### **Effect of Leadership on Employee Performance**

Data analysis shows that leadership variables have a positive and significant effect on employee performance variables. If the leadership in a company is applied correctly and well, it can improve the performance of its employees.

Leadership significantly and positively affects employee performance, according to (Aryanti & Perkasa, 2024). The results support the idea that an effective leadership approach can improve morale and work outcomes. A positive work environment, clear goals, and encouragement for employees to develop are characteristics of good leadership, which in turn increases productivity. To motivate employees to perform at their best, effective leadership is essential. (Tianingrum, 2022). The quality of leadership is directly correlated with the level of performance achieved by the employee workforce. Researchers found that when leaders show good behavior, their employees will be more likely to imitate and do a good job (Qomariah et al., 2022). Thus, employee output will increase with competent management.

### **Effect of Organizational Culture on Employee Performance**

Data analysis shows that organizational culture variables have a positive and significant effect on employee performance variables. A well-implemented and structured organizational culture that makes employees comfortable at work can improve employee performance.

(Afandy et al., 2022) found that organizational culture has a significant effect on employee performance, the results of this study corroborate these findings. In other words, the success or failure of an organization's workforce is directly related to its culture. Organizational culture has a positive and significant effect on employee performance, according to other research (Kuswati, 2020). According to research (Utami et al., 2024) organizational culture makes a big difference to employee performance. There is a positive correlation between organizational culture and employee performance, according to research findings (Ihsani & Wijayanto, 2021).

### **Effect of Compensation on Employee Performance**

Data analysis shows that compensation has a positive and significant effect on employee performance. Therefore, compensation, whether in the form of salary or other benefits, plays a significant role in motivating workers to improve their performance. Paying workers a fair wage will increase their happiness and loyalty towards work, which in turn will improve employee performance.

Therefore, companies that care about employee performance should prioritize competitive and fair wage structures to encourage the best incentives for their employees to work hard (Ramdhan & Ridwan, 2023). Compensation is a major factor in how workers act and what they produce, so it is certain that wages will have a positive and substantial impact on performance. According to (Sitopu et al., 2021) employees enjoy more facilities that are proportional to the amount of money they get from the company. Research (Liga febrina et al., 2021) shows that compensation has a significant and positive effect on performance.

This is important because compensation is a key component in improving employee performance.

## CONCLUSION

According to the research that has been done, leadership has a positive and significant effect on employee performance, because basically good and good leaders in carrying out their leadership can motivate and encourage employees to improve their performance. Likewise with organizational culture has a positive and significant influence because a well-run and structured culture in a company can provide comfort for employees, which has an effect on increasing employee performance. While compensation also experiences a positive and significant influence, a compensation system that is given fairly and correctly in a company can improve employee performance.

There is a simultaneous positive and significant relationship between leadership, organizational culture, and employee compensation of PT Siraj Badawi Cukup Rupiah (SBCR). Improved employee performance is the result of a combination of factors, including strong leadership, a well-structured organizational culture, and compensation that is fair and appropriate to the employee's job, so that employee benefits can develop in proportion to their compensation.

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