

The Influence of Leadership Style, Work Discipline and Compensation on Employee Performance in the Regional Government of Ogan Komering Ilir Regency

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ABSTRACT

This research aims to examine and analyze the influence of leadership style, work discipline and compensation on employee performance at the Regional Government Personnel, Education and Training Agency of Ogan Komering Ilir Regency. This research uses field research methods to study the background of the current situation and the social interactions within it. The research object was carried out in this environment by taking 45 employees as samples. Data collection was carried out through questionnaires using a Likert scale for quantitative analysis. The analysis techniques used include validity tests, reliability tests, and multiple linear regression analysis. To test the hypothesis, this research uses the F test, Coefficient of Determination test, and T test. The research results show that leadership style and work discipline do not have a significant influence on employee performance, while compensation has a positive and significant influence. This research suggests that future research can expand literature or articles as a reference to facilitate research, as well as adding other variables that have the potential to influence employee performance. It is also hoped that future research will use more holistic methods and integrate quantitative and qualitative approaches to gain a deeper understanding of the complexity of organizational dynamics. Thus, future research is expected to provide more comprehensive and relevant insights for the development of effective human resource management strategies in complex and dynamic work environments.

Keywords: Leadership Style, Work Discipline, Compensation, Employee Performance.

INTRODUCTION

In today's increasingly advanced and modern world, technological advancements are poised to make tasks easier for everyone. However, it's crucial to recognize that despite the sophistication of technology, human intervention remains essential for its proper functioning. Humans are indispensable actors within organizations, serving as planners, executors, and key determinants of achieving organizational objectives (AM et al., 2022; Setyadi et al., 2023). Even with cutting-edge equipment at an organization's disposal, the active involvement of employees is indispensable for realizing its goals. Human resource management studies emphasize the importance of organizing the workforce according to their roles to ensure effectiveness and efficiency in goal attainment, benefiting both the organization and society. Individual employee performance is pivotal in organizational success, with each employee's contribution playing a significant role in achieving overarching objectives. As noted by (Jepry & Mardika, 2020), employee performance encompasses the outcomes generated by a company, be it profit-oriented or otherwise, over a defined period. Furthermore, fostering employee comfort and engagement is essential in cultivating high performance, thereby facilitating the attainment of organizational goals. (Fernanda, 2018) highlights that an organization's performance is inherently tied to its employees' performance. The quality and capacity of employees in fulfilling their responsibilities are integral to achieving the organization's primary objectives. Recognizing the diversity in employee productivity, nurturing positive relationships between leaders and subordinates is crucial. Effective leadership fosters an environment conducive to productivity, while ineffective leadership can lead to misunderstandings and subsequently, diminished productivity.

Human resources are pivotal within an organization, with knowledgeable and skilled employees essential for effective management activities and increased employee performance. An organization's commitment to enhancing its human resources is integral to boosting employee capabilities, consequently driving organizational performance upwards. Conversely, lower employee abilities can hinder organizational performance. Rivai (2018) discusses how leadership styles influence subordinates, impacting organizational success and capability improvement. Compensation also plays a significant role, encompassing all forms of remuneration for employees' services. Consequently, employees with high enthusiasm and concentration are likely to utilize their skills effectively, thereby enhancing work performance and yielding positive impacts on employees and the organization as a whole.

According to (Trimulyani et al., 2019), compensation encompasses all forms of remuneration provided to employees directly by the company, including salaries, wages, incentives, bonuses, insurance, and other benefits. The objectives of compensation provision include fostering cooperation, job satisfaction, motivation, and effective recruitment. Compensation is divided into direct financial compensation, such as basic pay, performance bonuses, and deferred benefits, and indirect financial compensation, which includes protection programs, paid time off, and additional facilities like vehicles and office space. Employees naturally desire fair compensation as acknowledgment for their contributions to the company. Effective implementation of compensation policies enhances employee appreciation and fosters a humanized work environment. The interplay between leadership style and compensation is crucial for maximizing work enthusiasm and improving employee performance. When leadership style and compensation are aligned, it creates a harmonious workplace atmosphere where employees feel valued and comfortable, ultimately enhancing overall organizational performance (Tunnufus & Maulana, 2022).

According to (Rachmawati et al., 2020), performance represents the actual behaviors exhibited by individuals, reflecting their achievements within their respective roles in the company. Employees play a pivotal role in organizational success, contributing to the expedited completion of tasks and delivering quality results. However, variations in employee creativity necessitate fostering good relationships between leaders and subordinates to cultivate favorable working conditions. Conversely, poor leadership styles can lead to misunderstandings and subsequently, decreased productivity among employees. Employees,

who receive compensation in the form of salaries and allowances from government or private entities, serve as the driving force behind organizational activities, mobilizing efforts to fulfill the organization's vision and mission. Within the realm of personnel administration, employees are managed according to their respective fields, aiming to achieve satisfactory outcomes aligned with organizational goals while addressing employee-related matters from recruitment to retirement. Personnel administration functions to organize and oversee all activities related to acquiring, retaining, developing, and deploying employees in accordance with organizational objectives and workload considerations.

This study builds upon prior research conducted by (Wisdom et al., 2023), titled "The Influence of Leadership Style, Work Environment, and Compensation on Performance," albeit with variations in research focus, timing, and respondent demographics. The current research aims to investigate the influence of leadership style, work discipline, and compensation on employee performance within the Ogan Komering Ilir Regency Regional Government. The decision to focus on this specific government entity stems from the absence of prior research or observations on employee performance in this context. The formation of the Ogan Komering Ilir Regency Personnel and Training Agency, as outlined in the Ogan Komering Ilir Regency Regional Regulation Number 5 of 2008, underscores the organizational structure evolution within the region. Prior to its establishment, the Personnel Section of the OKI Regency Regional Secretariat operated directly under the Regional Secretary, as per OKI Regency Regional Regulation Number 1 of 2001. The establishment of the OKI Regency Regional Personnel and Training Agency marks a significant milestone in the region's administrative framework, facilitating a more structured approach to personnel management and training.

The leadership style, compensation and discipline that occurs in this institution will certainly be a motivation for employee performance. However, with this research it is hoped that we can explore further its influence on employee performance. The workplace environment significantly impacts employee performance, with cleanliness, healthiness, comfort, and overall pleasantness playing crucial roles. A conducive work environment fosters a sense of belonging and enthusiasm among employees, encouraging them to actively engage in their tasks. Conversely, an unsupportive work environment diminishes employee comfort and enthusiasm, leading to decreased productivity. Leadership entails the ability to guide, direct, and influence the attitudes and behaviors of team members, fostering independent action towards achieving predetermined goals. This research seeks to examine and analyze how different leadership styles, along with work discipline and compensation, influence employee performance.

METHODS

This study is a field research endeavor aimed at conducting an in-depth examination of the current societal dynamics and interactions among individuals, groups, institutions, and society. The research focuses on the Personnel, Education, and Training Agency Service within the Regional Government of Ogan Komering Ilir Regency, delving into the influence of leadership style, work discipline, and compensation on employee performance. The research variables include leadership style (X1), work discipline (X2), compensation (X3), and performance (Y). The study population comprises employees at the Ogan Komering Ilir Regency Personnel, Education, and Training Agency totaling 45 individuals. The research utilizes both quantitative and qualitative data, with quantitative data being numerical and obtained through methods like questionnaires and employee counts. Qualitative data, on the other hand, consists of non-numerical information such as written statements obtained from interviews. Primary data is gathered directly from employees through questionnaire

distribution, while secondary data is sourced from various literature, journals, and other relevant materials.

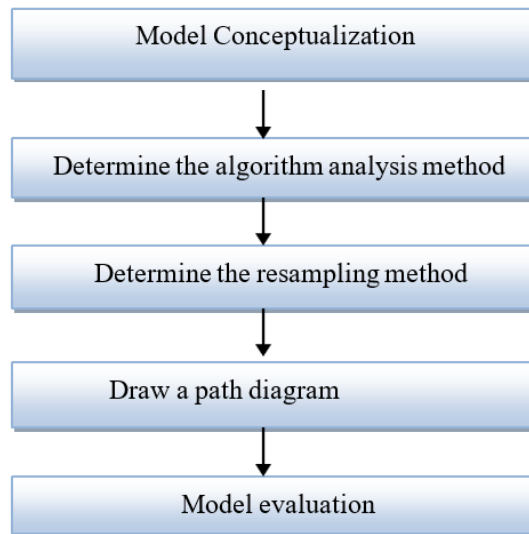


Figure 1. Analysis Stages Using PLS-SEM
(Source: *Ghozali, 2018*)

The data collection method employed in this study involves administering questionnaires directly to employees of the Education and Training Personnel Agency within the regional government of Ogan Komering Ilir district. Subsequently, the collected data will undergo quantitative analysis utilizing a Likert scale. The analysis process includes validity testing, reliability testing, and multiple linear regression analysis. Hypothesis testing in this research will be conducted using the F test (Goodness of Fit), the Coefficient of Determination test (R^2 / R Square), and the T test, as referenced by (AM et al., 2023; Am & Setiawati, 2023). Quantitative research data analysis techniques utilizing statistical tools, particularly Smart-PLS version 3.0, will be employed for data analysis calculations. Smart-PLS, a variance-based structural equation analysis (SEM) tool, facilitates the simultaneous testing of measurement models and structural models. The Partial Least Square Analysis conducted aims to reveal variable relationships and predict structural indicators of the construct. As outlined by Ghozali Imam (2018), the analysis process utilizing PLS-SEM involves five stages: conceptual model development, selection of the analysis algorithm method, determination of the resampling method, path diagram construction, and measurement model or outer model evaluation.

RESULT AND DISCUSSION

Research Data Analysis

1. **Measurement Model (Outer Model)**

a. *Convergent Validity*

The research data was processed using SmartPls 3.0 with the following chart:

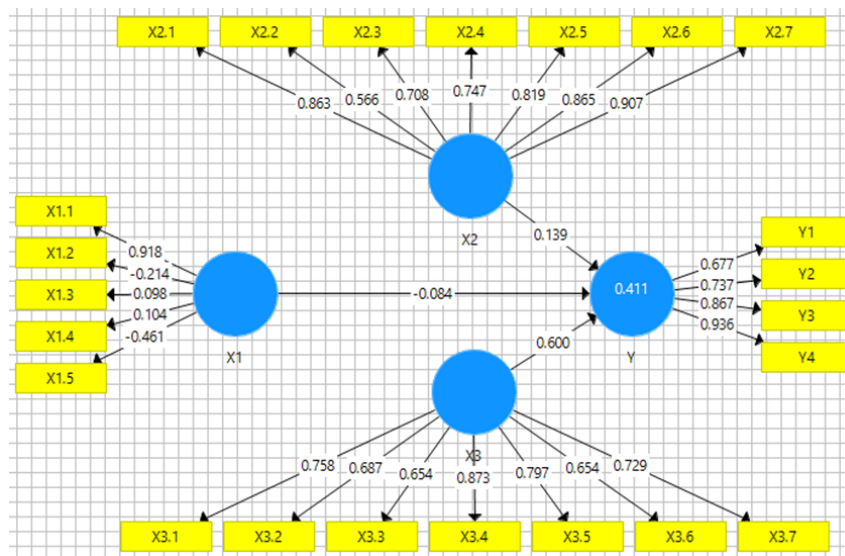


Figure 1. Results of Phase I Data Management
(Source: processed primary data, 2023)

The following is the first data processing based on 4 variables with a total of 23 statements.

Table 1
Outer Loading

	Leadership Style	Work Discipline	Compensation	Employee Performance
	X1	X2	X3	Y
X1.1	0.918			
X2.1		0.863		
X2.3		0.708		
X2.4		0.747		
X2.5		0.819		
X2.6		0.865		
X2.7		0.907		
X3.1			0.758	
X3.4			0.873	
X3.5			0.797	
X3.7			0.729	
Y2				0.737
Y3				0.867
Y4				0.963

Source: processed primary data, 2023

To achieve the required level of convergent validity, which is above 0.7, a secondary data processing was conducted. This involved assessing the correlation between item/instrument scores and the construct score (loading factor) in the measurement model. The criteria for a valid loading factor value for each instrument is (>0.7). Upon initial data processing concerning the Leadership Style variable, it was found that four instruments were invalid, namely X1.2, X1.3, X1.4, and X1.5, while the remaining were valid (>0.7). Similarly, within the Work Discipline variable, one instrument was found to be invalid (<0.7), specifically X2.2, with the rest being valid (>0.7). In the Compensation Variable, one instrument, X3.6, was invalid, while the others were valid (>0.7). Additionally, one instrument within the Employee Performance variable, Y1, was found to be invalid (<0.7), while the rest were valid (>0.7). Consequently, instruments with loading factor values below 0.7 were eliminated or removed from the model. Subsequently, a second round of data processing was conducted to ensure

the attainment of the required convergent validity. Figure 2 and Table 2 provide an overview of this secondary data processing phase.

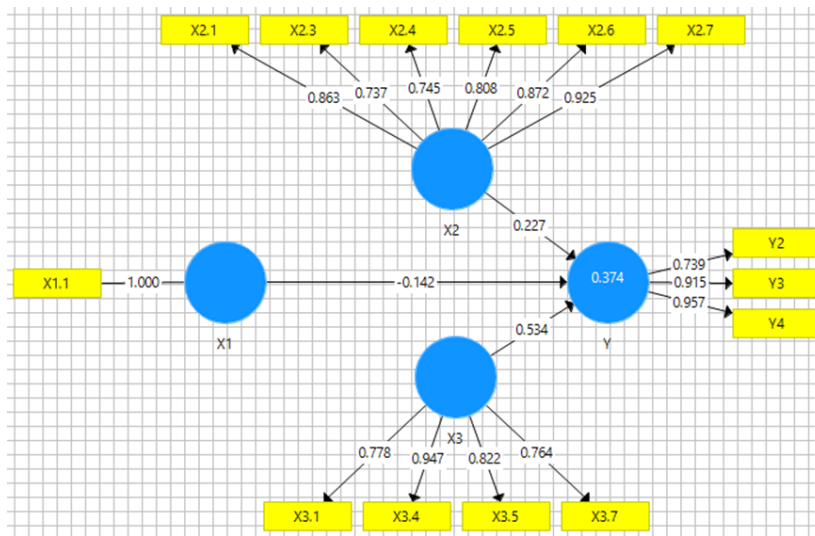


Figure 2. Stage II Data Management

Table 2
Outer Loading

	Leadership Style	Work Discipline	Compensation	Employee Performance
	X1	X2	X3	Y
X1.1	0.918			
X2.1		0.863		
X2.3		0.708		
X2.4		0.747		
X2.5		0.819		
X2.6		0.865		
X2.7		0.907		
X3.1			0.758	
X3.4			0.873	
X3.5			0.797	
X3.7			0.729	
Y2				0.737
Y3				0.867
Y4				0.963

Source: processed primary data, 2023

After eliminating several invalid instruments in the second round of data processing, the remaining instrument values have met the required criteria, exceeding 0.70. Referring to Table 2, in the Leadership Style variable, the highest loading factor value is observed in statement X1.1, registering at 0.918. This statement entails "My leadership can make the right decisions for employees." Within the Work Discipline variable, the highest loading factor value is identified in statement X2.7, with a value of 0.907, which expresses "I assess that the regulatory system in the office is firm." In the Compensation variable, the most significant loading factor value is recorded in statement X3.4, reaching 0.873, which articulates "I feel protected by the existence of health insurance when working for the government." Lastly, in the Employee Performance variable, the highest loading factor value is found in statement Y4, attaining 0.963, and states "I can do my job well and correctly among my team".

b. Discriminant Validity

Assessing discriminant validity has become a widely accepted prerequisite for analyzing relationships between latent variables. It serves to demonstrate that the statements within each latent variable are distinct from those in other latent variables, ensuring respondents do not confuse them when answering the questionnaire. Discriminant validity represents the degree of differentiation of an indicator in measuring the instrument construct. This can be tested through Cross Loading, which involves comparing the correlation coefficient of indicators with their associated constructs against the correlation coefficient with other constructs. Discriminant validity is achieved when the average variance extracted (AVE) is higher than the correlation involving the latent variable (Kock & Lynn, 2022).

Table 3
Fornell-Larcker Criterion Discriminant Validity

	Leadership Style (X1)	Work Discipline (X2)	Compensation (X3)	Employee Performance (Y)
Leadership Style (X1)	1,000			
Work Discipline (X2)	0.760	0.828		
Compensation (X3)	0.554	0.618	0.831	
Employee Performance (Y)	0.327	0.449	0.596	0.876

Source: processed primary data, 2023

According to the findings presented in Table 3, it is evident that the loading values of each indicator item on the construct exceed 0.5 when compared to the cross-loading values. Therefore, it can be inferred that all constructs or latent variables exhibit satisfactory discriminant validity. Specifically, within each block, the indicators associated with the construct outperform those of other blocks.

c. Composite Reliability

Following the validation of the construct, the subsequent assessment involves testing the construct's reliability, which is gauged through Composite Reliability (CR). This metric evaluates the consistency and stability of the indicators within the construct. A construct is deemed reliable if the composite reliability value exceeds 0.6. Below are the computed results for the composite reliability value:

Table 4
Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Leadership Style (X1)	1,000	1,000	Reliable
Work Discipline (X2)	0.908	0.928	Reliable
Compensation (X3)	0.848	0.898	Reliable
Employee Performance (Y)	0.841	0.907	Reliable

Source: processed primary data, 2023

As indicated in Table 4, the outcomes of the composite reliability test reveal values surpassing 0.7, indicating a high level of reliability for all variables.

2. Inner Model Analysis

Upon assessing the model and confirming that each construct satisfies the criteria for Convergent Validity, Discriminant Validity, and Composite Reliability, the subsequent phase involves evaluating the structural model. This entails examining model fit, Path Coefficient, and R2. Model fit testing aims to determine the compatibility of the model with the data at hand.

a. *Path Coefficient*

According to Figure 3, subsequent to removing several invalid statements, the Leadership Style variable demonstrates a -0.142 or -14.2% influence on the Employee Performance variable. Similarly, the Work Discipline variable exhibits an influence of 0.227 or 22.7% on the Employee Performance variable. Additionally, the Compensation variable demonstrates an influence of 0.534 or 53.4% on the Employee Performance variable.

b. *Fit Models*

Table 5
Fit Models

	Saturated Model	Estimated Model
NFI	0.661	0.661

Source: Primary data processed, 2023

Based on table 5 above, the NFI value is 0.661, which means the model fit can be described as good.

c. *R - Square*

Table 6
Fit Models

Variable	R Square
Employee Performance (Y)	0.374

Source: Primary data processed, 2023

According to the data presented in Table 6, the Employee Performance variable (Y) exhibits an R Square value of 0.374. This signifies that 37.4% of the variance or alteration in Employee Performance is attributed to Leadership Style, Work Discipline, and Compensation. Conversely, the remaining 62.6% (100% - 37.4%) is influenced by other variables not addressed in this study.

A. Hypothesis test

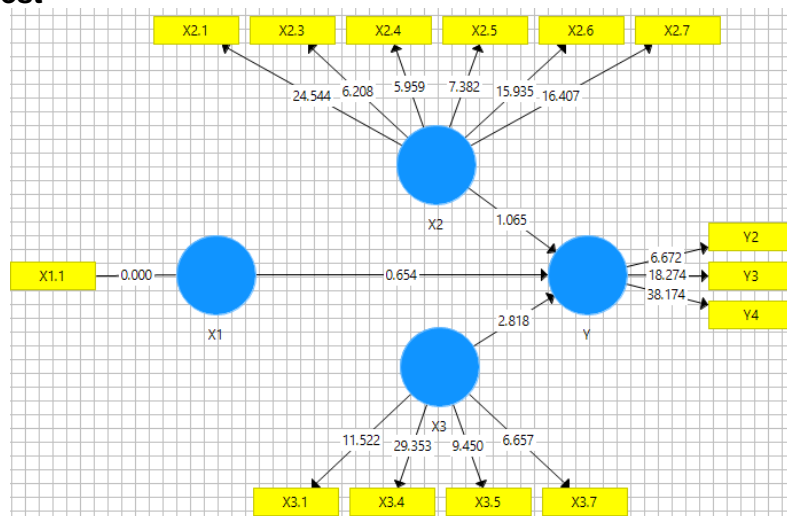


Figure 3 . Diagram Output from Bootstrapping
(Source: Processed primary data, 2023)

To find out the *structural relationship* between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the P- *Value figure* with alpha (0.005) or T-statistic of (>1.96). The P- *Value* and T-Statistics are obtained from the output on SmartPLS using the *bootstrapping method*. This test is intended to test a hypothesis consisting of the following 4 hypotheses:

H1: Leadership style has a negative and insignificant effect on employee performance. On the performance of Ogan Komering Ilir Regency Regional Government Employees.

H2: Work discipline has a negative and insignificant effect on employee performance on the performance of Ogan Komering Ilir Regency Regional Government Employees.

H3: Compensation has a positive and significant effect on employee performance on the performance of Ogan Komering Ilir Regency Regional Government Employees.

H4: Simultaneous influence of leadership style, work discipline and compensation on employee performance on the performance of Ogan Komering Ilir Regency Regional Government Employees.

Table 7
Path Coefficients

Path	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T - Statistics	P Values	Ket
X1 → Y	-0.142	-0.175	0.217	0.654	0.514	No Sig
X2 → Y	0.227	0.258	0.213	1,065	0.287	No Sig
X3 → Y	0.534	0.539	0.189	2,818	0.005	Sig
X1 → X2 → X3 → Y		R ² = 0.124		8,157	0,000	Sig

Source: processed primary data, 2023)

Information:

X1: Leadership Style

X2: Work Discipline

X3 : Compensation

Y: Employee Performance

Discussion

1. First Hypothesis

The findings reveal that the leadership style variable (X1) exhibits a non-significant and negative impact on employee performance (Y), indicated by an original sample value of -0.142 and a t-statistics value of 0.654 with P-values 0.514, leading to the rejection of H1.

The lack of influence of leadership style on employee performance may be attributed to several limitations inherent in this research, including constraints related to the characteristics, number, and distribution of respondents, as well as the measurement of variables. Furthermore, it is plausible that factors influencing performance extend beyond leadership style to encompass the attitudes, types, and behaviors of leaders. Hence, organizations are advised to conduct a thorough review to yield more comprehensive research outcomes that can be generalized and utilized for formulating better policies.

Similar findings regarding the non-significant influence of leadership style on employee performance have been observed in prior studies. For instance, Rompas, Tewal, and Dotulong (2018) found no significant influence of leadership style on employee performance in the transportation service sector in Southeast Minahasa Regency. Similarly, Anjani (2018) investigated the impact of motivation and leadership style on the performance of employees at FEB UMS, concluding that neither motivation nor leadership style significantly affected employee performance.

Another study by Saputri & Andayani (2018) examined the influence of leadership style and work motivation on employee performance in the production department at PT. Cladtek bi-metal manufacturing Batam. Their research indicated that leadership style had a non-significant negative effect on employee performance, whereas motivation exerted a positive and significant influence. Notably, their study highlighted the significance of supervision and work discipline variables in influencing employee performance, aligning with the findings of the current research that suggest factors beyond leadership style may have a more substantial impact on employee performance.

2. Second Hypothesis

The findings indicate that the Work Discipline variable (X_2) has a non-significant and negative impact on employee performance (Y), with an original sample value of 0.227 and a t-statistics value of 1.065, yielding p-values of 0.287, leading to the rejection of H_2 .

These outcomes align with the theory proposed by Hasibuan (2018), which underscores the significance of discipline in fostering employee adherence to established rules, procedures, and policies, thereby enhancing performance. Discipline plays a pivotal role in facilitating the attainment of organizational goals, as it cultivates behavior that aligns with company regulations. The level of employee discipline within the Ogan Komering Ilir Regency Regional Government appears to be subpar, indicating a lack of intrinsic motivation among employees to adhere to regulations voluntarily. Consequently, it can be inferred that work discipline alone does not serve as a catalyst for encouraging employees to exert greater effort and achieve better outcomes in fulfilling their assigned tasks, thus corroborating the findings of previous research conducted by Margaret (2017). This study similarly concluded that there is no significant partial influence of work discipline variables on employee performance.

3. Third Hypothesis

The findings reveal that the compensation variable (X_3) has a positive and significant impact on employee performance (Y), with an original sample value of 0.534 and a t-statistics value of 2.818, yielding a P-value of 0.005, thereby supporting the acceptance of H_3 .

According to research by Dhermawan (2012), compensation significantly affects employee performance within the Bali provincial public works office. It is essential for companies to provide compensation that aligns with the workload undertaken by employees. Adequate compensation serves as a motivating factor, fostering enthusiasm and dedication among employees, thereby positively impacting the company or organization. Enhanced performance contributes to the sustainability of a company or organization. Therefore, it is imperative for the Regional Government of Ogan Komering Ilir Regency to address employees' financial concerns related to compensation. This notion is further supported by research conducted by Muljani (2019), which suggests that employees continuously strive to enhance their performance and skills to attain substantial compensation from the company. Similarly, research by Suwati (2018) indicates that the compensation variable positively influences employee performance, implying that increased compensation leads to improved employee performance.

4. Fourth Hypothesis

The findings indicate that the variables Leadership Style (X1), Work Discipline (X2), and Compensation (X3) collectively influence Employee Performance (Y), resulting in an R² value of 0.124 and a t-statistics value of 8.157, with p-values of 0.000, thus confirming the acceptance of H4.

It can be inferred that effective leadership entails the aptitude to influence, guide, and motivate followers appropriately. Additionally, compensation plays a crucial role in fostering employee performance levels. Consequently, Leadership Style, Work Discipline, and Compensation collectively exert a positive impact on employee performance. This assertion aligns with prior studies conducted by Tanjung (2018) and Jayanto et al. (2023), which support the notion that Leadership Style and Work Discipline are complementary factors contributing to enhanced employee performance. When Leadership Style and Work Discipline are conducive, employee performance is likely to improve. Conversely, if the leadership style is inadequate, it can adversely affect work discipline, as employees may feel neglected and unsupervised, potentially leading to a decline in performance. Furthermore, providing adequate compensation serves as a motivational factor, enhancing employee enthusiasm and dedication, thereby positively influencing the organization's longevity. This perspective resonates with the research conducted by Zahrah Fatimah (2018), which suggests that work discipline moderates the impact of leadership style and compensation on employee performance.

CONCLUSION

Based on the research results, it was found that leadership style and work discipline do not have a significant influence on employee performance in the Ogan Komering Ilir Regency Regional Government. However, the findings show that compensation has a positive and significant influence on employee performance there. Simultaneously, leadership style, work discipline, and compensation also influence employee performance. Therefore, for future research, it is recommended to expand the literature or articles as references to facilitate research. Apart from that, this research can provide information for further research in studying employee performance by adding other variables that have the potential to influence their performance. Thus, it is hoped that future research can provide a more holistic understanding of the factors that influence employee performance in the Regional Government environment, as well as make a meaningful contribution to the development of more effective and relevant human resource management strategies.

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