

Research Paper

Effect of Leadership Style, Compensation and Job Characteristics through Motivation on Employee Performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero)

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ABSTRACT

Some things that really need to be considered in looking for problems that occur in connection with this decline in performance are the human resources issues. Because human resources is not good will result in performance that is not optimal for the company. So it can be suspected that the decline in company performance is caused by the human resources factor owned by the company which is not maximally empowered. The purpose of this study was to analyze how much effect of leadership style, compensation and job characteristics through motivation on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). Samples taken in this study were 103 people. Data were collected using a questionnaire. Data is tested using validity and reliability tests, and data must meet the classical assumption test elements. Then the data analysis test is performed using path analysis. This study concludes there is no significant effect of leadership style on motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the contribution of effect of leadership style on motivation is 0.028. There is a significant effect of compensation on motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The amount of contribution of effect compensation on motivation is 0.488. There is a significant effect of job characteristics on motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The amount of contribution of the effect of job characteristics to motivation is equal to 0.325. There is no significant effect of leadership style on employee performance in in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the contribution of the effect of leadership style on employee performance is -0.067. There is a significant effect of compensation on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the contribution of the effect of compensation on employee performance is 0.330. There is a significant effect of job characteristics on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The amount of contribution of the effect of job characteristics on employee performance is 0.393. There is a significant effect of motivation on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The amount of contribution of the effect of motivation on employee performance is equal to 0.282.

Keywords: Leadership Style, Compensation, Job Characteristics, Motivation, Employee Performance

INTRODUCTION

Along with the development and journey of PT. Perkebunan Nusantara III (Persero) as one of the plantation companies

in Indonesia, of course the company is trying to achieve what is the goal of the company's establishment. One of the goals to be achieved is that the company

continues to get the maximum profit and the company can operate forever in an effort to prosper all stakeholders and existing employees.

The goals to be achieved by the company will be achieved if the company has a good level of performance. Performance is defined as the results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2012). Some things that really need to be considered in looking for problems that occur in connection with this decline in performance are human resource problems. The reason for the focus of discussion on human resources is because human resources are the biggest resources for companies that are very difficult to control compared to other resources. Because human resources that are not good will produce a performance that is not optimal for the company. So it can be presumed that the decline in company performance is caused by human resource factors that are owned by companies that are not maximally empowered.

However, whether it is realized or not compensated, the characteristics of the work and leadership style used by the leadership in leading employees are inseparable from the motivation done by the leader before doing work. This has become the most important element to increase employee productivity. Steer in Sugianto (2011) states that one factor that can affect performance is employee motivation. Work motivation is the provision of movement that creates someone's excitement so that they want to work together, work effectively and be integrated with all efforts to achieve satisfaction (Hasibuan 2014).

A company will increase work productivity if there is cooperation and good relations between leaders and employees. Because by increasing employee productivity will automatically increase company productivity. Declining productivity shows that employee performance is not optimal. If productivity

figures show a tendency to increase from one period to the next, it can be said that the ability of management to utilize production resources is getting better and vice versa if it shows a declining trend, the ability of management to utilize production resources is declining (Sinulingga, 2010). There are several factors that cause the decline in productivity, including the decline in performance and motivation towards plantation employees so that production and productivity targets are not achieved. From these data it shows that there are problems with the performance of employees at PT Tanah Perkebunan Nusantara III (Persero) 's Tanah Kebun Raja.

Lack of work motivation can affect the quality of one's work, so the satisfaction of people who receive services will also be reduced. Based on the results of the pre-survey with the leadership employees and the executors of the king's land estate, the decline in productivity did not only come from within the company but from outside the company, for example the condition of the plantations in the field, namely rainfall or climate, fertilizer, and tree density based on the year of the park.

LITERATURE REVIEW

Leadership

Leadership is something that arises in an organization that is often synonymous with a person's charisma or authority. In general this leadership is held by someone who has the highest position in the organizational structure of the company (formal). But not infrequently in society there is also someone who becomes a leader, even though the position is not legally recognized (informal).

According to As-Suwai and Basyarahil in Umar (2014) human movements towards worldly and ukhrawi goals, in accordance with Islamic values and Shari'a. While Veithzal (2014) provides a definition that what is meant by leadership is: "a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that

leadership style is a pattern of behavior and strategy that is liked and often applied by a leader."

Leadership Style

Leadership style is a way that leaders use to interact with their subordinates.

Every leader has the potential to have existing styles, at the same time, whatever style is applied and owned by a leader, the decision remains in the hands of the leader, despite asking for consideration and inclusion and development of his employees to achieve organizational goals predetermined.

Factors That Influence Leadership Style

According to Subanegara (2010), there are 4 characteristics of leadership, namely:

- a. Passionate desire to change.
- b. Solid confidence.
- c. Effectiveness of action.
- d. Steel Determination.

Compensation

Compensation is an expense and expense for a company. The company expects that the compensation paid will be greater than the performance of employees. So, the value of employee work performance must be greater than the compensation paid by the company, so that the company can make profits and the continuity of the company is ensured.

According to Handoko (2011) "Compensation is everything that is received by workers as a reward for their work". Meanwhile, according to Veithzal (2014) stated that "compensation is something that is received by employees as a substitute for the contribution of their services to the company".

From some of the opinions above, it can be concluded that compensation given to employees for positive achievements will motivate them to achieve work. For this reason, employees are required to improve their work performance in order to fulfill their life needs that are effective and to achieve the company's goals effectively and

efficiently. Compensation relates not only to the goals and intrigues of the organization, such as recognition, opportunity and promotion.

Job Characteristics

Robbin and Coulter (2010) explain that: "Job characteristics are an internal aspect of a job that refers to the contents and conditions of the job". Understanding the characteristics of work according to Gunastri in Atrisia (2012) is the nature and tasks that include responsibilities, types of tasks and the level of satisfaction obtained from the work itself. Jobs that are intrinsically satisfying will motivate most people and work that is not satisfying. Job characteristics show how much decision making an employee makes for his work, and how many tasks must be completed by employees. Characteristics of the job are the internal attitude of the work from the variety of skills needed, the procedures and the clarity of the task, the level of importance of the task, authority and responsibility as well as feedback from the work that has been done.

Motivation

Basically, companies are motivating because of the things that cause, channel and support human behavior so they want to work hard and enthusiastically achieve optimal results. Motivation is increasingly important because managers share work with subordinates to do well and integrated to the desired goals.

Motivation can also be in the form of advice or provide ideas (inspiration) that are brilliant in increasing employee productivity in the company.

Hasibuan (2014) states that "Motivation is the giving of a driving force that creates the excitement of someone's work so that they want to work together, work effectively and be integrated with all their power and efforts to achieve satisfaction."

Performance

Mangkunegara (2012) states that performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Hasibuan (2014) argues that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity and time.

RESEARCH METHODS

Types of Research

This type of research used in this study is correlational research, which aims to analyze and test the causal relationship between independent and dependent variables. Arikunto (2010) states that correlational research is a study conducted with the aim of detecting the extent to which variations in a factor relate to one or more other factors based on the correlation coefficient.

Research Sites

This research was carried out in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero).

Population and Sample

Population is a whole individual or a certain object or size obtained from all certain individuals or objects to be studied that have certain characteristics clear and complete. While the sample is the part of the population under study that is taken in certain ways that also have certain

characteristics, clear and complete so that it is considered to represent the population.

The population in this study were all employees in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero), 325 people. Then for samples taken by probability sampling means that in taking samples all parts of the king's land plantations have the opportunity to become samples. Then for sampel diambil as many as 103 implementing employees.

Data Analysis Method

This study uses descriptive qualitative analysis methods to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

The data analysis method used in this study is multiple regression analysis (Sugiyono, 2004). Therefore the research formulation in the path analysis framework only revolves around the independent variable (X_1, X_2, \dots, X_k) influencing the dependent variable Y , or how much direct, indirect, and total influence or simultaneous set of independent variables (X_1, X_2, \dots, X_k) to the dependent variable Y .

RESULT AND DISCUSSION

RESULT

Path Analysis Sub-Structure I

The results of testing the hypothesis in this sub-structure I can be seen as in Table 1:

Table 1 Testing of the Sub-Structure Hypothesis I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.386	1.401		.276	.783
	X ₁	.028	.070	.548	3.748	.688
	X ₂	.488	.081	.293	6.008	.000
	X ₃	.325	.087	.031	.403	.000
Dependent Variable: Z						
Source: Research Results						

Effect of Leadership Style on Motivation ($X_1 \rightarrow Y_1$)

Table 1 shows that the sig value of leadership style in this sub-structure I research is 0.688. When compared with the

alpha value of this study (0.05), it is known that $0.688 > 0.05$ so it can be concluded that there is no significant influence of leadership style on motivation. The magnitude of the coefficient value of

leadership style on motivation is 0.028. This illustrates that the magnitude of the ability of the leadership style to influence motivation partially is 0.028 or equal to 2.8%.

Effects of Compensation on Motivation (X₂ → Y₁)

Table 1 shows that the value of compensation sig in this sub-structure I study was 0,000. When compared with the alpha value of this study (0.05), it is known that 0.000 < 0.05 so it can be concluded that there is an effect of compensation on motivation. The amount of work compensation to motivation is 0.488. This illustrates that the magnitude of the ability to compensate partially influences motivation by 0.488 or equal to 48.8%.

Effect of Job Characteristics on Motivation (X₃ → Y₁)

Table 1 shows that the sig value of job characteristics in this sub-structure I study is 0,000. When compared with the alpha value of this study (0.05), it is known that 0.000 < 0.050 so that it can be concluded that there is a significant influence of the characteristics of the work on motivation. The magnitude of the value of the coefficient of work characteristics on motivation is equal to 0.325 or equal to 32.5%.

Path Analysis Sub-Structure II

The results of testing the hypothesis in this sub-structure II can be seen as in Table 2.

Table 2 Testing of the Sub-Structure Hypothesis II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.709	1.868		3.057	.003
	X ₁	-.067	.094	-.062	-.709	.480
	X ₂	.330	.127	.310	2.605	.011
	X ₃	.393	.123	.297	3.184	.002
	Z	.282	.134	.236	2.104	.038
Dependent Variable: Y						
Source: Research Results						

Effect of Leadership Style on Employee Performance (X₁ → Y₂)

Table 2 shows that the value of the leadership style sig in this sub-structure II research amounted to 0.480. When compared with the alpha value of this study (0.05), it is known that 0.480 > 0.050 so that it can be concluded that there is no significant influence of leadership style on performance. The magnitude of the leadership style coefficient value on performance is -0.067. This illustrates that the magnitude of the ability of the leadership style to influence performance partially is -0.067 or equal to -6.7%.

Effect of Compensation on Employee Performance (X₂ → Y₂)

Table 2 shows that the value of compensation sig in this sub-structure II study was 0.011. When compared with the alpha value of this study (0.05), it is known that 0.011 < 0.05 so it can be concluded that there is a compensation effect on

performance. The value of the compensation coefficient for performance is 0.330. This illustrates that the magnitude of compensation ability to partially affect performance is equal to 0.330 or equal to 33%.

Effect of Job Characteristics on Employee Performance (X₃ → Y₂)

Table 2 shows that the sig value of job characteristics in this sub-structure II study was 0.002. When compared with the alpha value of this study (0.05), it is known that 0.002 < 0.05 so it can be concluded that the characteristics of the work affect the performance. The magnitude of the coefficient value of the characteristics of the work on performance is 0.393. This suggests that the magnitude of the ability of job characteristics to affect performance partially amounted to 0.393 or equal to 39.3%.

Effect of Motivation on Employee Performance ($Y_1 \rightarrow Y_2$)

Table 2 shows that the motivational sig value in this sub-structure II research was 0.038. When compared with the alpha value of this study (0.05), it is known that $0.038 < 0.050$ so it can be concluded that there is a motivational effect on performance. The magnitude of the value of the coefficient of motivation on performance is 0.282. This gives an illustration that the magnitude of motivation ability to affect performance partially is equal to 0.282 or equal to 28.2%.

DISCUSSION

Effect of Leadership Style on Motivation

Based on the results of statistical tests it is known that the leadership style does not significantly influence motivation. The magnitude of the contribution of leadership style in influencing motivation is 0.028 or only 2.8%. Of course, it is very clear that the magnitude of the influence is not very dominant compared to other independent variables. This gives an illustration that the leadership style adopted by the company leadership is good and is favored by all employees in the company. A good leadership style that is used in companies is a participative leadership style in which the leadership employees or managers provide opportunities for the implementing employees to actively mentally, spiritually, physically, and materially develop themselves in their work in the organization running as expected.

The results of this study are in line with the results of research conducted by Arifah and Romadhon (2015) which states that leadership style has an indirect and not significant effect on work motivation.

Effect of Compensation on Motivation

Based on the results of statistical tests it is known that compensation has a positive and significant effect on motivation. The magnitude of the contribution of compensation in influencing motivation is 0.488. The magnitude of the

influence is the most dominant compared to other independent variables, this gives illustrates that compensation is a very important factor and is a factor must be considered to increase work motivation for each employee.

With compensation, employees will be even more enthusiastic in working. Compensation is the most important factor to influence the level of motivation of a person so as to make the level of employee performance increases. For this reason, the compensation system is expected to receive special attention from the organization to increase work motivation for company employees. This is consistent with what was stated by Mc.Greger in Veithzal (2014) that employees are actually lazy at work, but with the provision of compensation, employees are even more enthusiastic in working. So it is very clear that compensation can be used to motivate employees so that employees are more enthusiastic in working.

Basically, Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero) all employees get more than enough compensation. Every employee gets in the form of salary, bonuses, benefits and so on to be able to provide comfort and motivation for employees to continue to provide the best ability for the company. In fact, it was clearly stated by employees that the compensation received by them was more than enough to meet all the needs of the family and the people who were their dependents.

The results of this study basically have proven the results of research conducted by Devyanda (2013) which states that there is a significant effect of compensation on employee work motivation. Thus, it can be stated that in order to increase employee motivation so that company performance improves, companies should focus on paying attention to the welfare of their employees by increasing the value of employee compensation.

Effect of Job Characteristics on Motivation

Based on the results of statistical tests it is known that job characteristics significantly influence motivation. The magnitude of the contribution of job characteristics in influencing motivation is equal to 0.325. The magnitude of the influence is not the most dominant compared to other independent variables. This illustrates that job characteristics are an important factor to be considered by company management to be recognized by all employees who have responsibilities to the company.

The results of this study indicate that employees will feel challenged to work for the company when the employee works knowing that the characteristics of the work for which he is responsible is the work he really likes, or in other words that the job characteristics he is responsible for are jobs that are in accordance with the style and abilities he has. For example, marketing employees will increase their motivation if the characteristics of their work are not far from marketing too, and so on. This is in line with what was stated by Robbin and Coulter (2010) that people whose work involves a high degree of variation in skills, task identity and task significance will find their work to be very meaningful.

Effect of Leadership Style on Employee Performance

Based on statistical test results it is known that the leadership style does not significantly influence performance. The magnitude of the contribution of leadership style in influencing performance is -0,067 or only -6.7%. Of course it is very clear that the magnitude of the influence is not very dominant compared to other independent variables, it gives meaning when the leadership style is changed it will result in a decrease in employee performance. This illustrates that the leadership style adopted by company leaders is basically good and is liked by all employees in the company.

The results of this study are the same as the results of research conducted by Arifah and Romadhon (2015) which states that leadership style has an indirect and not significant effect on employee performance.

Effect of Compensation on Employee Performance

Based on the results of statistical tests it is known that compensation has a significant effect on performance. The amount of contribution of compensation in influencing performance is 0.330. The magnitude of the influence is not the most dominant compared to other independent variables, but this does illustrate that compensation is an important factor to be considered by company management to improve employee performance.

The results of this study indicate that compensation received by employees has an impact on improving employee performance. This is consistent with what was stated by Casco in Kartjantoro (2004) which states that reward is one of the factors needed to assess an employee's performance. Every employee who receives compensation that satisfies and meets the needs of the employee's life causes an increase in employee performance. That is because employees do not think about their daily needs when working. This comfort causes employees to have a good level of performance.

The results of this study are the same as the results of research conducted by Vebriana and Ariyani (2013), Devyanda (2013), Asmawar and Mukhlis (2014) who stated that compensation has a significant effect on employee performance.

Effect of Job Characteristics on Employee Performance

Based on the results of statistical tests it is known that job characteristics significantly influence performance. The magnitude of the contribution of job characteristics in influencing performance amounted to 0.393. The magnitude of the influence is one of the most dominant

compared to other independent variables, this provides illustrates that the characteristics of work are one of the important factors to be considered by management one of the important factors in improving company performance, then employees are required to be able to understand and consider elements of job characteristics, because the job characteristics ideally will determine the quality of work of employees, it begins with planning in detail, then done is to describe the real characteristics that exist in every job of the company to improve employee performance.

This is in line with what was stated by Oldham in Yahya (2009:2) that job characteristics will greatly contribute to the company when each employee is able to know every characteristic of his job.

The results of this study are the same as the results of research conducted by Devyanda (2013) which states that job characteristics significantly influence employee performance.

Effect of Motivation on Employee Performance

Based on statistical tests it is known that motivation has a significant effect on performance. The amount of motivation contribution in influencing performance is 0.282. The magnitude of the influence is not dominant compared to other independent variables, this gives illustrates that motivation is an important factor to be considered by company management to improve employee performance.

High motivation directly affects performance. Motivation with employee maintenance factors must be encouraged in the company to improve one's performance, therefore it must be a concern for the company to pay attention to all the needs of its employees. These are things such as providing benefits that can increase employee motivation so as to improve employee performance. In line with this as stated that motivation is something that gives rise to enthusiasm or encouragement

of work, the strength and weakness of work motivation of a worker also determines the size of the company's performance.

CONCLUSION AND SUGGESTION

CONCLUSION

Based on the previous explanations, the following conclusions can be drawn:

1. There is no significant effect between leadership style on employee motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). Certainly it is very clear that the magnitude of the influence is not very dominant compared to other independent variables. This illustrates that the leadership style adopted by the company leadership has been good and is favored by all employees in the company. Good leadership style that is used in the company is a participative leadership style where the employee leader or manager provides the opportunity for implementing employees to actively mentally, spiritually, physically, and materially develop themselves in their work in the organization.
2. There is a significant effect of compensation on motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the influence is most dominant compared to other independent variables. This illustrates that compensation is a very important factor and is a factor that must be considered to increase work motivation for each employee. Compensation is very influential on employee work motivation. With compensation, employees will be even more enthusiastic in working. compensation is the most important factor to influence the level of motivation of a person so as to make the level of employee performance increases. For this reason, the compensation system is expected to receive special attention from the organization to increase work motivation for company employees.
3. There is a significant influence of job characteristics on employee work motivation in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the influence is not the most

dominant compared to other independent variables. This illustrates that job characteristics are an important factor to be considered by company management to be recognized by all employees who have responsibilities to the company. The results of this study indicate that employees will feel challenged to work for the company when the employee works knowing that the characteristics of the work for which he is responsible is the work he really likes, or in other words that the job characteristics he is responsible for are jobs that are in accordance with the style and abilities he has.

4. There is no significant influence of leadership style on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero), of course it is very clear that the magnitude of the influence is not very dominant compared to other independent variables, it gives meaning when the leadership style is changed it will result in a decrease in employee performance. This illustrates that the leadership style adopted by company leaders is basically good and is liked by all employees in the company.

5. There is a significant effect of compensation on performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the influence is not the most dominant compared to other independent variables, but this does illustrate that compensation is an important factor to be considered by company management to improve employee performance. The results of this study indicate that compensation received by employees has an impact on improving employee performance.

6. There is a significant influence of job characteristics on employee performance at PT. Perkebunan Nusantara III (Persero). The magnitude of the influence is one of the most dominant compared to other independent variables, this provides illustrates that the characteristics of work are one of the important factors to be considered by management one of the

important factors in improving company performance, then employees are required to be able to understand and consider elements of job characteristics, because the job characteristics ideally will determine the quality of work of employees, it begins with planning in detail, then done is to describe the real characteristics that exist in every job of the company to improve employee performance.

7. There is a significant influence of motivation on employee performance in Kebun Tanah Raja PT. Perkebunan Nusantara III (Persero). The magnitude of the effect is not dominant compared to other independent variables, this gives illustrates that motivation is an important factor to be considered by company management to improve employee performance. High motivation directly influences performance. Motivation with employee maintenance factors must be encouraged in the company to improve one's performance, therefore it must be a concern for the company to pay attention to all the needs of its employees.

SUGGESTION

Based on the explanations that have been made, the suggestions that can be given are as follows:

1. Leadership style has no influence on Motivation and Performance. This shows that basically the leadership style adopted by company leaders is good, therefore the leadership style used by leaders can be maintained and continue to be used to improve motivation and performance of the company.

2. Compensation given to each employee should be given based on the level of performance of the employee itself. Thus employees who work with high levels of performance will also get high compensation and vice versa. So that employees who are lazy and have poor performance will try to improve their performance. In other words, for employees who have good achievements, they will be given an award, and an award will be given at the end of the year when it is known that

the desired target by the company has been achieved.

3. It is better for company leaders to emphasize and explain specific job characteristics to employees so that employees are more familiar with the work they will carry out, and are expected to be able to provide maximum performance for the company.

4. As far as possible the leadership of the company to continue to provide motivation to each employee to continue working and provide the best results to the company by establishing good interpersonal relationships between leaders and employees.

5. Low employee performance is proven to be influenced by Compensation, Job Characteristics and Motivation. Therefore, in an effort to improve company performance, company leaders must pay attention to Compensation, Job Characteristics and Motivation of each employee so as to improve performance.

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