

# Analysis of the Effect of Transformational Leadership, Work Motivation and Compensation on Employee Performance on Sikamoni Group Radio

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## ABSTRACT

The purpose of this study was to determine the effect of transformational leadership, work motivation and compensation on employee performance at Radio Sikamoni Group, either partially or simultaneously. The population in this study were all employees who worked at Radio Sikamoni Group. Many samples in this study were 67 respondents. Data were collected using a questionnaire. The data is tested using validity and reliability tests, and the data must meet the elements of the classical assumption test. Furthermore, the data analysis test was carried out using multiple regression analysis, t test, F test, and coefficient of determination. The results of this study indicate that there is a positive and significant effect of transformational leadership on employee performance. There is a positive and significant effect of work motivation on employee performance. There is a positive and significant effect of compensation on employee performance. There is a positive and significant effect of transformational leadership, work motivation and compensation on employee performance at Radio Sikamoni Group. The magnitude of the ability to influence transformational leadership, motivation, compensation explains employee performance is 77.9% while the remaining 22.1% is explained by other variables that are not included in this research model.

**Keywords:** Transformational Leadership, Work Motivation, Compensation, Performance

## INTRODUCTION

In line with the changes and developments of the times that move faster, people need information quickly and accurately about the latest developments in all aspects of life. One of the media that is quite effective in disseminating information that can touch all levels of society is radio. Radio is one of the mass communication media through which people can know and understand something. But over time, radio is inseparable from the influence of globalization, which is constantly changing even in a matter of seconds. Human resources are required to continue to grow and have reliable capabilities to respond to the challenges of globalization. In short, radio is now starting to be abandoned by society. The influence of globalization on the one hand creates new breakthroughs in the development of information technology, and also encourages the socio-cultural side of users of information technology development as part of cultural strengthening.

Radio technology media along with the times have adapted to become a form of internet network-based radio broadcast, which is then known as radio streaming. Streaming radio is basically radio that is broadcast over the internet. Unlike webcasting, streaming radio is a continuous stream of broadcasts that are carried out online. In the current era, radio streaming is used as one of the most important means to improve communication and coordination

between communities, especially in the regions.

In order to improve communication and coordination between communities, the above will be easily achieved if they have a good level of performance. Performance becomes the real foundation in an organization because if there is no performance then the goals of the organization cannot be achieved. Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of a team or work group and ultimately affects the performance of the organization as a whole. Performance appraisal of employees is usually based on job descriptions that have been prepared by the company. Thus, the good and bad performance of employees is seen from their ability to carry out tasks in accordance with the work that has become their responsibility.

Radio Sikamoni Group is one of the ethnic-based streaming radio broadcasts. In this case, it is part of the media and identity that takes the lower middle segment where the audience is farmers, traders in the market and workers in the fields. Radio Sikamoni Group is one of the radios that provides broadcasts in the local language (karo language) in the form of entertainment and information then developed with activity programs broadcast in Indonesian to attract more listeners (audience).

Radio Sikamoni Group, like other types of organizations, can operate because of the human activities contained in it. In other words, the company lives because of the activities and activities carried out by its employees. In order for the company to survive and be able to achieve success, the management must always maintain and improve the resources they have, including improving employee performance. Because the increase in employee performance will increase the productivity of the company as well.

The following is the data on the results of the employee performance assessment of Radio Sikamoni Group conducted on a quarterly basis. The performance appraisal involved all employees of Radio Sikamoni Group. The results of employee performance in 2018 can be seen in table 1.1.

Table 1.1. Company Performance Results Data

Quarter	1	2	3	4	Total
	Special (81-100)	Very good (71-80)	Good (56-70)	Not good (0-55)	
1	11	49	10	-	70
2	13	40	17	-	70
3	7	35	28	-	70

Source: Radio Sikamoni Group in 2018

Based on the data in table 1.1. above it can be seen that in 2018 the first quarter there were as many as 11 people getting special performance results, as many as 49 people getting very good performance results and as many as 10 people getting good performance scores. In the second quarter there were as many as 13 people getting excellent performance results, as many as 40 people getting very good performance results and as many as 17 people getting good performance scores. In the third quarter there were as many as 7 people getting excellent performance results, as many as 35 people getting very good performance results and as many as 28 people getting good performance scores. Based on the data above, it shows that there is a downward trend in performance in the third quarter, namely the decline in the achievement of employee performance targets at special values, and very good performance appraisals tend to decline until the final quarter. If from year to year this value does not increase, of course it will be a new problem for the company.

Based on these data, it is explained that this is due to several influencing factors, including the lack of an organizational approach with a partnership pattern in communication and interaction between leaders and employees, lack of employee insight in carrying out tasks properly and professionally, punctuality of work entry

that is violated without any consequences, lack of creativity training of employees in creating innovative ideas, and unsatisfactory compensation compared to the work targets provided by the company.

Employee performance is much influenced by management's attention to employee needs. HR management is difficult and complex and causes problems, such as high employee turnover, low achievement motivation at work, low performance and many employees think that the salary they receive is lower than the salary in other companies, as well as many other problems. One of the strategies that must be implemented by the management is to plan and develop careers for all employees while they are working in the company. Thus they will be motivated to show their best performance and try to continue to improve their abilities and be loyal to the company.

In order to achieve the goals set by the company, every company will try to always improve the performance of its employees. Companies can improve the performance of their employees by realizing job satisfaction through leadership and work motivation and compensation in accordance with the expectations of their employees.

A leader is a person who inspires, persuades, influences, and motivates the work of others. The ability to inspire others is the highest element of leadership. A leader must have personal appeal or be a role model in order to inspire others. Persuading is another important aspect of being a leader.

A leader must be able to change the minds of his subordinates or act decisively. Every leader must set a good example so that his attitudes and actions get views that will later become the spotlight of employees. The leadership style above is called the transformational leadership style (Dubrin, 2006).

Transformational leadership style is a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers.

The success of an organization is strongly influenced by the performance of individuals, the success or failure of an organization in carrying out their duties. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. The increase and decrease in employee performance can directly or indirectly affect the company's overall performance. Work motivation is a reason that encourages employees to work in a company (Robbins and Judge, 2015).

Work motivation can be defined as goal-oriented behavior. Motivating is inviting employees to follow their will to complete tasks. Employees feel motivated, if they feel their actions lead to the achievement of goals and valuable rewards that will satisfy their needs. Motivated employees will understand the wishes of their leaders and will complete tasks as desired by their leaders. In general, the way to motivate employees is to provide incentives, rewards, opportunities for learning and growth as well as a promising career path for life in the future (Sunarto, 2005).

Work motivation is a driving force for someone to carry out an activity in order to get the best results. Therefore, it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee motivation needs to be improved so that employees can produce the best performance.

Compensation is one aspect that is meaningful to employees because the amount of compensation reflects the size of the value of their work among the employees themselves, their families, and the community. Compensation for employees is an obligation for companies that must be fulfilled on time, done fairly and based on work results. Each company has a different compensation system, the system is adjusted to the vision, mission, and goals. Compensation from the company is one of the important factors that influence the choice to work in an organization or

company. Providing appropriate compensation for the wishes of employees and the ability of the company, will create a healthy cooperative relationship for the advancement of company performance. In addition, compensation is in accordance with the wishes of employees from time to time, so that it has a positive influence on improving employee performance (Wirawan, 2009).

Based on the description above, the authors are interested in conducting research entitled "Analysis of the Effect of Transformational Leadership, Work Motivation and Compensation on Employee Performance at Radio Sikamoni Group".

## MATERIAL & METHODS

### Multiple Linear Regression Analysis

The regression equation in this study is to analyze Employee Performance as the dependent variable (Y) with Transformational Leadership (X1), Work Motivation (X2) and Compensation (X3) as the independent variables. The formula used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Dependent variable (Performance)

A = constant number

b<sub>1</sub>b<sub>2</sub> b<sub>3</sub> = line direction coefficient

X<sub>1</sub> = Independent variable (Transformational Leadership)

X<sub>2</sub> = Independent Variable (Work Motivation)

X<sub>3</sub> = Independent variable (Compensation)

e = Error

## RESULTS

### Multiple Linear Regression Analysis Results

Table 1.2 Multiple linear regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.073	.274		.267	.790
	Transformation	.639	.076	.634	8.365	.000
	Motivation	.156	.078	.167	1.999	.004
	Compensation	.207	.073	.214	2.827	.006

Source: Primary Data Processed, 2019

Based on Table 1.2, this research model can be arranged as follows:

$$Y = 0.073 + 0.639X_1 + 0.156X_2 + 0.207X_3$$

Based on the table above, it can be seen that the value of component a or constant of 0.073 is a Y value if X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> = 0, the value of component b<sub>1</sub> or the regression coefficient for the transformational leadership variable (X<sub>1</sub>) of 0.639 indicates that the transformational leadership variable (X<sub>1</sub>) has a relationship which is in line with the employee performance variable (Y) which means that the higher the transformational leadership, the employee's performance will increase and conversely the lower the transformational leadership, the employee's performance will decrease.

The value of component b<sub>2</sub> or the regression coefficient for the work motivation variable (X<sub>2</sub>) of 0.156 indicates that the motivation variable (X<sub>2</sub>) has a direct relationship with the employee performance variable (Y), which means that the higher the motivation, the higher the employee's performance and vice versa the lower the motivation. , then employee performance will decrease.

The value of component b<sub>3</sub> or the regression coefficient for the compensation variable (X<sub>3</sub>) of 0.207 indicates that the compensation variable (X<sub>3</sub>) has a direct relationship with the employee performance variable (Y), which means that the higher the compensation, the higher the employee's performance and vice versa the lower the compensation. the employee's performance will decrease.

Table 1.3 Partial Test Results (t Test)

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	,073	,274		,267	,790
	Transformation	,639	,076	,634	8,365	,000
	Motivation	,156	,078	,167	1,999	,004
	Compensation	,207	,073	,214	2,827	,006

a. Dependent Variable: performance

Source: Primary Data Processed, 2019

In table 1.3 the t statistical test is obtained, as follows:

1. Transformational Leadership Variable (X1) with a probability level of 0.000. Thus, it can be concluded that  $P = 0.000 < = 0.05$ , and the t value is  $8.365 > t$  table 1.998, so accept the hypothesis that the transformational leadership variable has a significant effect on the performance variable.
2. Motivation variable (X2) with a probability level of 0.004. Thus, it can be concluded that  $P = 0.004 < = 0.05$ , and the t-count value is  $1.999 > t$ -table 1.998, so accept the hypothesis that the motivation variable has a significant effect on the performance variable.

3. Compensation variable (X3) with a probability level of 0.006. Thus, it can be concluded that  $P = 0.006 < = 0.05$ , and the t value is  $2.827 > t$  table 1.998, so accept the hypothesis that the compensation variable has a significant effect on the performance variable.

### Coefficient of Determination Test Results ( $R^2$ )

To find out the performance variables that are influenced by transformational leadership, motivation and compensation variables, it can be seen through the magnitude of the coefficient of determination.

Table 1.4 Coefficient of Determination Test Results ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,883 <sup>a</sup>	,779	,769	,20638

a. Predictors: (Constant), Compensation, Transformation, Motivation

Source: Primary Data Processed, 2019

The result of calculating the value of R Square is 0.779. This result means that 77.9 percent of performance can be explained by the three independent variables above, while the remaining 22.1 percent is explained by other variables not included in this study.

## DISCUSSION

### The Effect of Transformational Leadership, Motivation and Compensation on Performance

The variables of transformational leadership, motivation and compensation have a positive and significant effect on the performance of Radio Sikamoni Group employees this is because the statistical test simultaneously shows a probability level of 0.000.

Based on the results of testing the first hypothesis, it is known that transformational leadership, motivation and compensation simultaneously have a significant effect on the performance of Radio Sikamoni Group employees. The research findings prove that transformational leadership, motivation and compensation together or simultaneously are significant factors in influencing the performance of Radio Sikamoni Group employees.

The findings of this study prove that transformational leadership, motivation and compensation affect the performance set by the company. If the company pays more attention to indicators on transformational leadership, motivation and compensation, then the company can find new ways to

improve employee performance at Radio Sikamoni Group.

### **The Effect of Transformational Leadership on Performance**

The results of the study indicate that Transformational Leadership has a positive and significant effect on employee performance. This is indicated by the value of the Probability of Transformational Leadership on Performance of 0.000 which is smaller than 0.05 ( $0.000 < 0.05$ ). While the relationship between Transformational Leadership with Performance is a positive relationship. This is indicated by the Transformational Leadership coefficient on Performance of 0.639. This means that when Transformational Leadership changes, employee performance at Radio Sikamoni Group has increased by 0.639 in certain units of measurement. The direct influence given by Transformational Leadership (X1) on Performance (Y), namely:  $0.849 \times 0.634 = 0.531$ . Based on the results of these calculations, it can be seen that the value of the direct influence of Transformational Leadership (X1) on Performance (Y) is 0.531 or 53.1%.

Based on the results of testing the second hypothesis, it is known that transformational leadership has a significant influence on the performance of Radio Sikamoni Group employees. The higher the level of transformational leadership, the higher the level of employee performance in carrying out the tasks that have been determined by the company.

The findings of this study prove that transformational leadership affects the performance that has been set by the company. If the leadership always cares, gives high encouragement to employees in completing work, continues to provide inspiration to optimize company goals and support employees in doing their jobs, the higher employee loyalty and efforts to develop companies where they work will directly encourage and support improvements. the employee's performance.

### **The Effect of Work Motivation on Performance**

The results showed that work motivation had a positive and significant effect on employee performance. This is indicated by the probability of work motivation on performance of 0.004 which is smaller than 0.05. Meanwhile, the relationship between work motivation and performance is a positive relationship. This is indicated by the coefficient of work motivation on performance of 0.156. This means that when work motivation changes, employee performance at Radio Sikamoni Group has increased by 0.156 in certain units of measurement. The direct effect given by work motivation (X2) on performance (Y), namely:  $0.685 \times 0.167 = 0.114$ . Based on the results of these calculations, it can be seen that the value of the direct influence of work motivation (X2) on performance (Y) is 0.114 or 11.4%.

Based on the results of testing the third hypothesis, it is known that work motivation has a significant influence on the performance of employees of Radio Sikamoni Group. Motivation is basically born from the employees themselves, each of which has different motives from one employee to another. However, the level of employee motivation can be increased by company management so that employee performance can increase. Company management can do this by building intense communication with each employee. Providing opportunities to develop education, career and individual abilities of each employee is something that can be done by company management. Certain approaches, attention from company management to each company will also motivate employees to work optimally through improving performance.

Thus, several things that can be done by management to increase employee motivation are creating two-way communication with employees through regular meetings, providing opportunities for employees to participate in training, increasing formal and non-formal education,

providing opportunities for career advancement, and so on. to create employee motivation.

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

The results of the study indicate that compensation has a positive and significant effect on employee performance. This is indicated by the value of the Probability of Compensation to Performance of 0.006 which is smaller than 0.05. While the relationship between compensation and performance is a positive relationship. This is indicated by the value of the Compensation to Performance coefficient of 0.207. This means that when compensation changes, employee performance at Radio Sikamoni Group has increased by 0.207 in certain units of measurement.

The direct effect given by Compensation (X3) on Performance (Y), namely:  $0.620 \times 0.214 = 0.132$ . Based on the results of these calculations, it can be seen that the value of the direct influence of Compensation (X3) on Performance (Y) is 0.132 or 13.2%

Based on the results of testing the third hypothesis, it is known that compensation has a significant effect on the performance of Radio Sikamoni Group employees. This happens because employees feel the compensation provided by the company is appropriate. This can be seen from the salaries, benefits and incentives provided by the company to employees in accordance with the performance given by the employees to the company, as well as facilities such as health insurance and facilities that support the work provided by the company. So that it supports employees to create a sense of enthusiasm at work which results in increased employee performance. This study shows that companies that provide compensation in accordance with employee performance will be superior in improving their performance compared to companies that do not provide compensation in accordance with the performance of their employees.

### **CONCLUSION**

Based on the results of the research and discussion described in the previous chapter, several conclusions can be drawn in accordance with the hypothesis: The Effect of Transformational Leadership, Work Motivation and Compensation on Employee Performance of Radio Sikamoni Group simultaneously or jointly has a positive & significant effect. This can be shown from the results of the simultaneous test (F test) where the probability level (P) is  $0.000 < = 0.05$  and F count is  $74.125 > F$  table 2.752. The Effect of Transformational Leadership on Employee Performance Radio Sikamoni Group has a positive & significant effect. This can be shown from the results of the t test (partial) where  $P = 0.000 < = 0.05$ , and the t value is  $8.365 > t$  table 1.998. The Effect of Work Motivation on Employee Performance Radio Sikamoni Group has a positive & significant effect. This can be shown from the results of the t-test (partial) where  $P = 0.004 < = 0.05$ , and the t-count value is  $1.999 > t$ -table 1.998. The Effect of Compensation on Employee Performance Radio Sikamoni Group has a positive & significant effect. This can be shown from the results of the t-test (partial) where  $P = 0.006 < = 0.05$ , and the t-count value is  $2.827 > t$  table 1.998.

**Conflict of Interest:** None

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