



The Influence of Leadership Style and Compensation on Employee Performance

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Abstract

This study examines the effect of leadership style and compensation on employee performance at the Office of Women and Children Empowerment in Maros Regency. The type of data used in this study is quantitative data obtained from the results of distributing questionnaires. The data in this study were obtained from each employee at the PPPA Office, Maros Regency who was willing to be a respondent. Sources of data used by researchers in the preparation and writing of this source from primary data analysis consisting of descriptive statistical tests, data quality tests, validity and reliability tests, classical assumption tests consisting of normality test, heteroscedasticity test, multicollinearity test, autocorrelation test, and the last stage are hypothesis testing which consists of multiple regression analysis, R² test (Coefficient of Determination), F test, T-test with the help of SPSS for windows software. The results showed that leadership style and compensation positively affected employee performance. In the results of this study, most of the employees of the PPPA Office of Maros Regency agreed that the leadership style and compensation applied by the leader gave encouragement and enthusiasm to subordinates to work optimally.



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Introduction

In the era of globalization, competition between companies is getting higher in the trading and service industries, so companies need to improve their achievements in all fields, strengthening finance, natural resources, technology, and human resources. Even though a company already has strong finances, available raw materials, has the latest technology, and is supported by a good

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management system, if the human resources are not adequate. All these production factors cannot support the achievement of agency goals. Human resource management requires the right leadership style to form synergy between superiors and subordinates. This leadership style is often an obstacle for employees in carrying out their daily tasks and activities. Leaders are required to understand their employees' motives because motives are based on the desire to satisfy various types of needs which will affect employee behavior and performance. A leader is an example, role model, idol, and coach for all members of the organization he leads in improving work results.

The Women's Empowerment and Child Protection Agency of Maros Regency was formed to guarantee, empower, and protect women and children against their rights so that they can live in equality, grow, develop, and participate optimally by human dignity and protection, and receive protection from violence and abuse discrimination. The Office of Women's Empowerment and Child Protection is beneficial for child protection, including increasing understanding and community participation in child protection, building systems and networks for child protection supervision, increasing the number and competence of child protection supervisors, improving the quantity, quality, and utility of supervision reports. Child protection, increasing capacity, accessibility, and quality of public complaints services about violence against children.

Human resource development, especially for women and children, is still a group of people who are left behind in various aspects, where gender equality must be a principle in achieving sustainable goals. The gap in access and participation experienced by women and children is a challenge for the government to accelerate women's empowerment programs to pursue gender equality. Handling women's empowerment and child protection issues often stop at the provincial level. Therefore, Regional Institutions are required to carry out tasks related to women's empowerment and child protection issues. Based on Law Number 23 of 2014 concerning Regional Government, it is obligatory to regulate the quality of life of women, protection of women, quality of families, gender and child data systems, fulfillment of children's rights, and exceptional security for children. Often these matters are combined and handled by one sector. As for the protection of women, it should be taken by one industry and one other field to deal with the particular safety of children. Both matters are often handled by one area. One of these tasks will be increasingly hampered because the number of employees is not proportional to the cases being handled.

The Office of Women's Empowerment and Child Protection in Maros Regency has the primary task and function of carrying out the preparation and implementation of regional policies in the field of women's empowerment and child protection, deconcentration tasks, and assistance tasks given by the government to the Governor as well as other duties by the policies established based on the prevailing laws and regulations apply. The government agency that handles women's and children's issues at the central level is the Ministry of Women's Empowerment and Child Protection. The Ministry of Women's Empowerment and Child Protection, previously known as the State Ministry for Women's Empowerment (Kemmeneg PP), is a ministry within the Indonesian government in charge of women's empowerment and child protection. In 2009-2014, the State Minister for Women's Empowerment and Child Protection (Ministry of PP and PA), led by Linda Amalia Sari Gumelar, S.IP as Minister of Women's Empowerment and Child Protection (Meneg PP & PA), and since October 27, 2014, held the position by Yohana Yembise.

In addition, the lack of a budget is the leading cause of delays in handling a related problem allocated to the APBN. The ministry's budget in 2018 is Rp. 500 billion is very different from the budgets of other churches, which reach trillions of rupiah. The problems of women and children they handle are complex and have a broad scope, so they require significant funds. Therefore, the next budget can be larger than the previous one to maximize employee performance. Under these conditions, to continue to serve and resolve cases and problems, agencies must have quality human resources, one aspect of which is the willingness and ability to provide excellent service.

Therefore, fulfilling these criteria is expected to achieve the vision and mission to the maximum. On the other hand, human resources also have various needs they want to fulfill. The desire to satisfy this need is seen as an impetus or driving force for someone to do something, including work or work. Every agency is often faced with employee performance problems. Every leader in the company will always strive so that every activity carried out achieves maximum results and is carried out effectively and efficiently. The state minister for PP & PA assists the President in formulating policies, coordinating policy implementation, managing state property/wealth, monitoring, and submitting evaluation reports, suggestions, and considerations related to women's empowerment and child protection in Indonesia.

Theoretical Framework and Hypotheses

Human Resource Management

Human resource management consists of planning, organizing, leading, and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment to achieve the stated goals (Mitchell et al., 2013). Management is a science and art of achieving a goal through the activities of others. That is, the plan can be achieved by one or more people (Hamadamin & Atan, 2019). Human resource management is activities carried out so that human resources within the organization can be used effectively to achieve various goals (Wright & Ulrich, 2017). Some interpret human resources as manpower management, and some consider human resource management as personal (personnel, staffing, and so on) (Boon et al., 2018).

Leadership

Leadership is one of the dimensions of competence that is very decisive on performance which is very decisive for the performance or success of the organization. The main essence of leadership is a way to influence others to be effective; of course, everyone can be different in doing it (Silva et al., 2019). Leadership is an art because each person's approach to leading people can be different depending on the leader's style, the task's style, and the person he leads (Trang, 2013). According to Alghazo & Al-Anazi (2016), leadership is defined as the ability of a person to influence others through communication, either directly or indirectly, to move these people so that they are fully understanding, aware, and willingly willing to follow their wishes that leader. So it can be concluded that leadership style is closely related to a person's ability to influence others to work according to the expected goals. Leaders arise because the situation allows them to exist. Moreover, the most recent theory sees leadership through organizational behavior (Morsiani et al., 2017).

Leadership Style

Leadership style can maximize productivity, job satisfaction, and growth and quickly adapt to all situations. Leadership style is the basis for classifying leadership types (Maamari & Majdalani, 2017). The leadership style has three basic patterns, namely those that prioritize the implementation of tasks, those that emphasize cooperative relationships, and the results that can be achieved. A leader must apply a leadership style to manage subordinates because a leader will significantly influence the organization's success in achieving its goals (Purnama, 2017). According to this theory, there are four primary leadership styles, namely Task management style; Leaders show deep concern for production but low concern for people (Mahessa & Frieda, 2017). Country club management style: Leaders, show deep concern for people but low concern for production. Poor management style: Leaders show little concern towards production or people. Team management style: Leaders, show a deep concern for both production and people. According to this theory, the team management style, which is the same as the democratic style, is the best leadership style for everyone in all situations (Gaol, 2017).

Compensation

In an organization, the issue of compensation is very complex but the most important for employees and the organization itself. The provision of compensation must have a logical and rational basis (Astuti, 2019). However, emotional factors must still be considered. Compensation is essential for employees because the amount of compensation reflects or measures the value of the employee's performance (Winata, 2019). On the other hand, the size of the compensation can affect employee performance, motivation, and job satisfaction. The compensation program reflects the company's efforts to maintain human resources. If the company does not pay attention to compensation for its employees, it will likely gradually lose high-quality human resources (Arif et al., 2019). Thaler et al., (2020) explain that the objectives to be achieved through compensation administration are to obtain qualified personnel. Compensation must be high enough to attract applicants because companies compete in the labor market, and wage levels must match labor supply and demand conditions. Retain current employees. If the level of compensation is not competitive, many good employees will leave. Guarantee justice. Wages and payroll administrations strive to comply with the principle of fairness. Fairness or internal and external consistency is critical in determining the compensation level. Reward the desired behavior. Compensation should encourage the desired behavior, including good performance, experience, loyalty, new responsibilities, and other behaviors that can be rewarded through an effective compensation plan—controlling costs. A rational compensation program helps the organization acquire and retain human resources at a reasonable cost level. Complying with legal regulations like other aspects of personnel management, compensation administration faces legal limitations.

Employee Performance

Employee performance is the result of work in quantity and quality achieved in carrying out their duties by their responsibilities (Wang & Guan, 2018). The meaning of actual performance comes from the words job performance and is also called actual performance or work performance or the actual achievement that has been achieved by an employee (Purba & Sudibjo, 2020). There are so many definitions or understandings of performance that experts say, but all of them have some shared

meaning and meaning of the performance. According to (Audenaert et al., 2019), the definition of performance is the recording of outcomes produced in specific work functions or activities during a certain period. There are various employee performance factors, including the amount and composition of the compensation provided and the proper work placement; therefore, employees need to be placed in the right job according to their expertise, training, and promotion, with the training factor provided to employees, will improve performance and employee performance at work, a sense of security in the future. At the same time, Cai et al. (2018) said that performance is a combination of three critical factors, namely the ability and interest of a worker, ability, and acceptance of the explanation of task delegation, and the role and level of the worker motivation.

Hypothesis

H₁: Leadership style has a positive effect on employee performance at the PPPA Office of Maros Regency.

H₂: Compensation has a positive and significant effect on employee performance at the PPPA Office, Maros Regency.

Research Method

This research will be conducted at the Office of Women's Empowerment and Child Protection in Maros Regency. This study uses the census method; the entire population is used as respondents. Thirty-five respondents used in this study are employees at the Office of Women's Empowerment and Child Protection who were selected as respondents with reasons to see the employee's performance and leadership style, which is the object of this study. The type of data used in this study is quantitative data obtained from the results of distributing questionnaires. Researchers used data sources in the preparation and writing of this source from primary data. The statistical method used to test the hypothesis is to use multiple linear regression with the help of SPSS for windows software; after all the data in this study is collected, then data analysis is carried out consisting of descriptive statistical tests, data quality tests, validity and reliability tests, classical assumption test consisting of normality test, heteroscedasticity test, multicollinearity test, autocorrelation test and the last stage of hypothesis testing consisting of multiple regression analysis, R² test (Coefficient of Determination), F-test, T-test.

Table 1. Variable Operationalization

Variable	Code	Indicator	Reference
Leadership Style	X1.1	Leaders like to receive criticism, suggestions, and opinions from subordinates.	(Alghazo & Al-Anazi, 2016; Morsiani et al., 2017)
	X1.2	Leaders give freedom to subordinates to do good when subordinates make mistakes.	
	X1.3	Members are free to work with whomever they choose	
	X1.4	Leaders always give all responsibility to employees.	

	X1.5	Leaders try to raise the confidence of employees to be able to complete tasks in achieving common goals.	
Compensation	X2.1	Wages and salaries	(Gaol, 2017; Mahessa & Frieda, 2017)
	X2.2	Incentive	
	X2.3	Allowance	
	X2.4	Facility	
	X2.5	Bonus	
Employee Performance	Y1.1	Work quality	(Buil et al., 2019; Cai et al., 2018)
	Y1.2	Working quantity	
	Y1.3	Output period	
	Y1.4	Cooperation	
	Y1.5	Presence	

Data Analysis and Discussion

Data Analysis

Respondent data collected by the authors of this study were as many as 35 respondents, namely employees and leaders.

Table 2. Characteristics of Respondents

Variable	Measurement	n	%
Gender	Man	5	14%
	Woman	30	86%
Education Level	SMA	13	37%
	Sarjana	22	63%
Work-length	< 3th	8	23%
	3-5th	15	43%
	> 5th	12	34%

Based on the results of processed data regarding the characteristics of the respondents as presented in table 2, the most significant number of respondents was female, namely 30 respondents or 86% and male respondents were five people or 14%. Respondents with the last education of High School (SMA) as many as 13 people or 37%, then Bachelor as many as 22 people or 63%. So it can be concluded that the majority of respondents in this study had the latest education as a Bachelor's. Those who worked for <3 years were eight people or 23%, and respondents with 3-5 years of work were 15 people or 43%.

A validity test is used to measure the validity or validity of a questionnaire. Measuring validity can use Pearson Correlation, done by doing bivariate correlation using the SPSS 25.0 analysis tool. If the total Pearson correlation value is >0.30, it is said to be valid, and if the correlation value is below 0.30, it is said to be invalid. The technique used to measure the level of reliability is Cronbach's Alpha by comparing the alpha value with the standard. The reliability of a variable construct is said to be good if it has Cronbach's Alpha > 0.60. Table 4 shows the results of testing the validity and reliability using the SPSS 25 tool.

Table 3 shows that the questionnaire used on the variables of leadership style, compensation, and employee performance indicated by the value of each statement item has a positive correlation

coefficient greater than 0.30. So, it can be concluded that all indicators or statements submitted are valid and can be further analyzed. From the reliability test of the leadership style variable (x1), the value of Cronbach's alpha is 0.933, which is greater than 0.60. For the results of the reliability test of the compensation variable (x2), the value of Cronbach's alpha is 0.930, which is greater than 0.60. Moreover, for the employee performance reliability test (y) results, Cronbach's alpha value is 0.875, which is greater than 0.60. Based on the above provisions, the indicators in this study are reliable, so it can be concluded that all variables are declared reliable or can be trusted as measuring instruments because Cronbach's Alpha value is more significant than 0.60.

Table 3. Validity and Reliability Test Results

Variable	Question Items	Corrected Item-Total Correlation	Cronbach's Alpha	Info
Leadership Style	X1.1	.887	.933	Valid dan reliable
	X1.2	.393	.933	Valid dan reliable
	X1.3	.739	.933	Valid dan reliable
	X1.4	.820	.933	Valid dan reliable
	X1.5	.883	.933	Valid dan reliable
	X1.6	.940	.933	Valid dan reliable
	X1.7	.660	.933	Valid dan reliable
Compensation	X2.1	.742	.930	Valid dan reliable
	X2.2	.867	.930	Valid dan reliable
	X2.3	.950	.930	Valid dan reliable
	X2.4	.798	.930	Valid dan reliable
	X2.5	.584	.930	Valid dan reliable
	X2.6	.883	.930	Valid dan reliable
	X2.7	.460	.930	Valid dan reliable
	X2.8	.892	.930	Valid dan reliable
Employee Performance	X2.9	.835	.930	Valid dan reliable
	Y.1	.926	.875	Valid dan reliable
	Y.2	.885	.875	Valid dan reliable
	Y.3	.733	.875	Valid dan reliable
	Y.4	.553	.875	Valid dan reliable
	Y.5	.783	.875	Valid dan reliable
	Y.6	.428	.875	Valid dan reliable
Y.7	.460	.875	Valid dan reliable	

Source: IBM SPSS 25.0 processing results

The normality test is a test of the normality of the data distribution, which means that the data must be normally distributed. Several ways can be done in the normality test, but the normal PP Plot is the most used. The following are the results of processing the normality test data, which can be seen in Figure 1.

Normal P-P Plot of Regression Standardized Residual

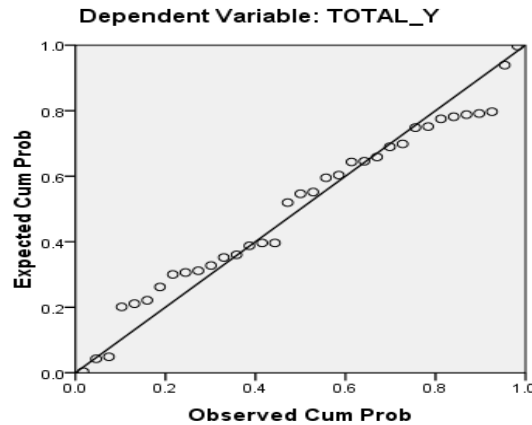


Figure 1. Normality Test Results

Source: IBM SPSS 25.0 processing results

From Figure 1, the data (dots) spread around the diagonal line, and the distribution follows the direction of the diagonal line, so it can be concluded that the processed data is data that is typically distributed, which means that the normality test is met. Furthermore, the heteroscedasticity test was carried out to determine the existence of variance inequality from the residuals of one observation to another. To detect the presence or absence of heteroscedasticity, namely the SPSS output through the scatterplot graph between Z predictions (ZPRED), which is the independent variable, and the residual value (SRESID), the dependent variable. The following figure 2 presents a graph of the results of the heteroscedasticity test output.

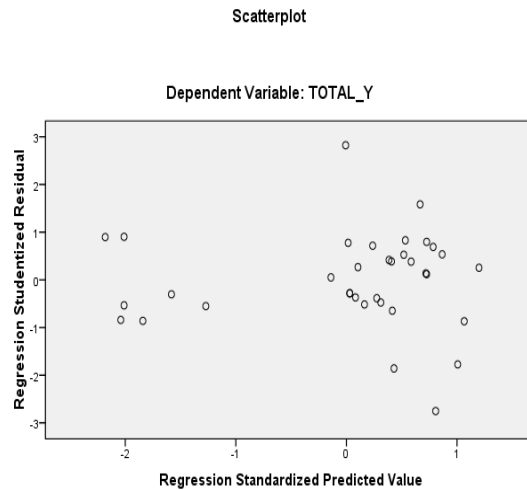


Figure 2. Heteroscedasticity Test Results

Source: IBM SPSS 25.0 processing results

Analysis of the SPSS output (scatterplot image) in Figure 2 shows that the points spread parallel to and above the Y axis and have a regular pattern. So, the conclusion is that the independent variable above does not occur in heteroscedasticity. The results of the multicollinearity test showed

that the three independent variables used had a VIF value of <0.5 and a tolerance value of more than 0.00001. Thus, it can be concluded that there is no multicollinearity problem in the variables used. This analysis is used to determine the magnitude of the influence of the independent variables (independent), namely leadership style, and compensation to the dependent variable (dependent), namely employee performance. The magnitude of the influence of the independent variables (leadership style and compensation) and the dependent variable (employee performance) together can be calculated using multiple linear regression equations. The results of data processing using the SPSS 25.0 program can be seen in table 4.

Table 4. Multiple Linear Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.874	2.707		2.314	.027
Leadership Style	.615	.178	.666	3.764	.002
Compensation	.164	.134	.235	1.222	.231

From table 4, a multiple linear regression equation is formed between leadership style and compensation on the performance of the Department of PPPA Maros regency employees: $Y = 4.874 + 0.615X_1 + 0.164X_2$. The constant value of 4.874 means that if the independent variable consisting of leadership style (X_1) and competence (X_2) the value is (zero), then the effect on employee performance (Y) is 4.874. The regression coefficient for the leadership style variable (X_1) is positive (0.615). If the leadership style (X_1) is improved, this can be interpreted to improve employee performance. The regression coefficient for the compensation variable (X_2) is positive (0.164). This can be interpreted as if the compensation (X_2) is increased; it will improve employee performance.

The coefficient of determination (R^2) is used to measure how big the role of the independent variable (independent), namely Leadership Style and Compensation, together explains the changes that occur in the dependent variable (dependent), namely Employee Performance.

Table 5. Coefficient of Determination Test Results (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.884 ^a	.781	.767	3.024	1.882

In table 5, the output of SPSS Model Summary, Adjusted R Square is 0.767; this means that the ability of the leadership style variable and compensation in explaining the performance of the PPPA Department of Maros Regency employees is 76.7% while the rest ($100\% - 76.7\% = 23.3\%$) is explained by other variables not examined in this study. The F test was conducted to see the effect of the independent variables on the dependent variable as predictive power. The test is done by comparing the F-count value with the F-table.

Table 6. Output of F-test results

ANOVAa

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1043.449	2	521.724	57.034	.000b
	Residual	292.723	32	9.149		
	Total	1336.171	34			

The results in table 6 show that the F value is 57,034 with a significant probability of 0.000. because the probability is smaller than 0.05, it can be said that the independent variables (leadership style and compensation) simultaneously affect the dependent variable (employee performance). A partial test (individual) is used to determine whether there is an influence of independent variables on the dependent variable individually. The leadership Style variable has a t-count of 3.764 and a significant value of 0.002. Provisions for making decisions on whether the hypothesis is accepted or rejected are based on the magnitude of the significance value. The hypothesis is accepted if the significance is less than or equal to 0.05 ($0.000 < 0.05$). The study results obtained a significance value of $0.000 < 0.05$; it is concluded that the first hypothesis (H1) states that leadership style has a positive and significant effect on employee performance at the PPPA Office of Maros Regency is accepted. The compensation variable has a t-count of 1.222 and a significant value of 0.231. Provisions for making decisions on whether the hypothesis is accepted or rejected are based on the magnitude of the significance value. The second hypothesis is accepted if the significance is less than or equal to 0.05 ($0.000 < 0.05$). The results obtained a significance value of $0.016 > 0.05$; it is concluded that the second hypothesis (H2), which states that compensation has a positive and significant effect on employee performance at the PPPA Service of Maros Regency, is rejected.

Discussion

The results of the first hypothesis test (H1) prove that leadership style significantly and positively affects employee performance. The results above indicate that the leadership style affects the performance of the PPPA Office of Maros Regency, which is proven to have a significant role in explaining the meaning of the influence on employee performance. This means that there is a match between the hypothesis and the existing data while at the same time strengthening the view. The results of this test mean that leadership style is the ability that underlies and produces a performance. Through his style or way of giving directions to employees, the leader works optimally by the targets set by the company. In addition to providing direction, leaders can also encourage employees to work well. The better the leadership style applied by the boss or leader, the better the performance will be. The results of this hypothesis test give the same results as the research of Kadek Ary Setiawan and Ni Wayan Mujiati (2016) in their research showing that leadership style has a positive and significant effect on employee performance.

The results of the second hypothesis test prove that compensation has no significant and positive effect on employee performance. The existence of an insignificant or weak figure indicates that there is no effect between compensation and increased employee performance at the PPPA Office

of Maros Regency. The compensation that will be given to employees must be on their performance so that they can be motivated and more enthusiastic at work. This must be further improved so that the performance of the existing employees at the PPPA Office of Maros Regency will not decrease but increase even more. The implication of this research is to maintain and increase the existing compensation and be supported by several factors, such as expertise in work. Compensation can affect employee performance. Compensation plays a vital role in creating employee performance. Compensation given by the company fairly and reasonably will boost employees positively. Compensation will affect employee performance directly. Reasonable compensation will encourage employees to work better, for example, with prizes for employees who excel or bonuses for employees who work well. So, employees will constantly improve themselves to improve the quality of their work. The better, fair, and reasonable compensation the company applies, the employees will further improve their performance.

Simultaneous hypothesis testing proves that leadership style and compensation simultaneously or simultaneously affect employee performance positively. So that the higher the leadership style and compensation, the higher the performance of employees at the Office of Women's Empowerment and Child Protection in Maros Regency. A good and effective leader can create a conducive and comfortable work environment for employees. A leadership style that is by the situation and conditions will be able to create an excellent working atmosphere in the agency or organization so that it will have a positive influence on the level of employee performance. If the applied leadership style can adequately direct the organization's goals with the aspects/goals expected by the individual for his work and create conditions or a conducive work environment for employees, the higher the performance felt. Moreover, employees will feel comfortable working without pressure from their colleagues or the management above them. Leaders can create conditions or conditions of the work environment that stimulate employees to work optimally. A leadership style appropriate to the conditions and circumstances will create a good work climate. With the creation of a good work climate, employees will be eager to work. Leadership style is a critical factor influencing work behavior, such as employee satisfaction. Leadership style influences performance through carefulness in creating exciting work environments, delegating responsibilities, and practical application of regulations. The better the leadership style applied, the better or higher the employee's performance. The first hypothesis tested in this study supports the research of Annisa Aulia Yuniar (2017) research, which shows that leadership style and compensation positively affect employee performance.

Conclusions

Leadership style positively and significantly affects employee performance at the Office of Child Empowerment and Protection in Maros Regency. Leadership style influences employee performance: leaders must be closer to employees or go down to the field to listen to complaints and suggestions from employees. With managers who can build a comfortable work culture and atmosphere, it will impact the morale of employees to achieve organizational/institutional goals. Ability to create and articulate a realistic, credible, and attractive vision of the future of the organization or organizational unit that is growing and improving compared to today. Compensation

has no significant but positive effect on employee performance at the Office of Child Empowerment and Protection in Maros Regency. Compensation does not affect employee performance; salary increases for employees who work well must be considered to provide maximum work results. The provision of incentives and life insurance for employees is also one of the critical factors that can affect the morale of the Maros Regency PPPA Service employees. Organizational efforts can always be to give awards to exemplary and retired employees; this can avoid termination of work/employees resigning while working. Employees with the ability and skills will undoubtedly be attracted to companies that provide compensation based on abilities and skills because, generally, employees with more skills expect more compensation.

It is hoped that the superiors of the agency or organization will improve these traits and habits because then employees will feel more open to conveying suggestions and ideas to their superiors without having to feel uncomfortable. In addition, the nature and habits of superiors who like to blend in. Discuss, prioritize cooperation and always be a guide for employees. Moreover, compensation positively influences the performance of employees at the Department of PPPA Maros Regency. It is hoped that the agency or organization will maintain the provision of compensation such as salaries, incentives, and benefits and can increase it again by providing the facilities needed by employees so that it can encourage enthusiasm, motivation and provide job satisfaction to employees who are already working in the organization or agency.

Leadership style is the most dominant variable that affects performance. A good leadership style will affect employee performance; therefore, it is recommended that leaders be able to communicate with employees, be able to listen to what employees want and complain about, leaders must be able to go out into the field and mingle with employees so that employees feel more cared for by the leadership and will feel comfortable with the situation so that it will improve one's performance. The second factor that affects employee performance is compensation. So that to optimize performance, it is necessary to have a policy that accommodates all parties to improve performance, for example, by giving high awards for achievements that have been achieved by an employee, for example, by providing holiday allowances, or with high bonuses. In addition, compensation can also be given directly from superiors to employees so that they feel cared for and given encouragement to produce employee morale and perseverance.

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