

The Influence of Leadership Style and Financial Compensation on Permanent Performance Through Motivation as Intervening Variables in PT. Capella Medan

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ABSTRACT

This study aims to examine and analyze the effect of leadership style and financial compensation on the performance of permanent employees at PT. Capella Medan. The population of this study were 95 employees of PT. Capella Medan. Saturated sampling technique. The sample of this research is 95 employees of PT. Capella Medan. The data analysis tool uses SPSS 25 with path analysis. The results of the analysis show that the leadership style does not have a positive influence on the variable performance of permanent employees at PT. Capella Medan. Financial compensation has no positive and significant effect on employee performance at PT. Capella Medan. Leadership style has a significant positive effect on motivation at PT. Capella Medan. Financial compensation has a significant influence on motivation at PT. Capella Medan. Motivation has a positive and significant effect on the performance of permanent employees at PT. Capella Medan. There is no influence of motivational variables in mediating the influence of leadership style on the performance of permanent employees at PT. Capella Medan. It has no effect, this shows that there is no influence of motivational variables in mediating the effect of financial compensation on the performance of permanent employees at PT. Capella Medan

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1. INTRODUCTION

The company in carrying out all its operational activities cannot be separated from employees. Usually these employees play an important role in running the company in order to achieve the company's vision, mission and goals. The company's activities can run on an ongoing basis always requires employees who can work with a high level of loyalty from devoting themselves to the company. The development of these employees depends on the demands of the policies applied by the company. Company policies that are not in line with employee expectations will have a negative impact on employee performance.

The success of the company is highly dependent on the performance of employees. To improve the company's performance not only control on modern machines, adequate capital and also complete raw materials but most importantly on the labor factor in this case are employees. One of the principles upheld by a company that wants to develop and advance is to improve employee performance, because each employee has their respective duties and jobs and when an employee can fulfill the tasks and targets given by the company, it can be said that the employee

has a good level of performance (Ulfah, Subiyanto and Kurniawan, 2020). In addition to employees having an important role is the leader of the company. Without a leader, of course, the company's operations cannot run as they should. Each leader has the nature, character, and character of each that is different and is influenced by the nature factors that he brought from birth and the formation of the environment in which the leader works. These different qualities and characteristics of leaders are called leadership styles. Company organizations really need reliable leadership in carrying out their activities so that company goals are achieved. A leader who not only has a leadership spirit but is also able to motivate every subordinate to be able to work according to directions and be effective in achieving goals (Fajrin and Susilo, 2018). Apart from leadership and compensation factors, another factor is the motivation given to employees. Employees can carry out their duties optimally, among others, determined by the motivation that encourages the employee to work diligently and disciplined so that the company's goals are achieved under leadership that can create a conducive working atmosphere. Every employee is not necessarily willing to mobilize their performance optimally, so there is still a need for encouragement so that someone can mobilize all of his abilities to work. The driving force is motivation (Priyanto, 2016)

PT. Capella Medan is engaged in the distribution of four-wheeled vehicles in the city of Medan. This company in carrying out its operations employs a number of employees. The company has a number of employees who carry out their work and the company markets its products in Medan City by using automotive exhibitions and providing brochures to visitors so that consumers buy their products. The performance of employees in the company in recent months has decreased. This is due to the fact that the city of Medan is facing the Covid-19 pandemic, many employees have been laid off from work and the North Sumatra government has closed offices in order to break the Corona chain. The impact of this pandemic is quite influential on the performance of employees in the company and there is a reduction in working hours so that many salesman visits to customers are not fulfilled. Customers also reduce the demand for cars during the Pandemic. The declining work ability of employees can be seen from the level of sales that do not reach the planned sales targets. The sales target was not achieved due to several factors, such as employees getting additional work, such as employees having to market products to customers and employees having to collect customer receivables. The employee travel route provided was not appropriate so that some customers were not visited due to limited time with limited employee capabilities. The number of jobs given to employees resulted in decreased employee morale.

The importance of evaluating employee performance is carried out by the company so that the capabilities of each employee are known. With good employee performance, it is hoped that the work will be carried out efficiently and effectively, so that this is ultimately very necessary in achieving the goals that have been set. If the management indicates that there is a decrease in employee performance, both quantity and quality, the performance of employees of PT. The declining Capella Medan can be seen from the realization of sales. For more details, the sales report for 2019 to 2020 can be presented as follows:

Table 1. Sales Report PT. Capella Medan January - December 2019

Month	Target	Realization	% Achievement
January	35 units	28 units	80%
February	35 units	30 units	85.7%
March	35 units	34 units	97.1%
April	35 units	25 units	71.4%
May	35 units	20 units	57.1%
June	35 units	23 units	65.7%
July	35 units	25 units	71.4%
August	35 units	32 units	91.4%
September	35 units	30 units	85.7%
Ocktober	35 units	45 units	128.5%
November	35 units	40 units	114.2%
December	35 units	50 units	142.8%
Total	420 units	382 units	

Based on Table 1 above, it shows that the realization of sales that occurred in 2019 went up and down. Sales in May 2019 were 57.1% until December 2019 by 142%, an increase. This increase in sales has not yet reached the sales target, indicating that employee performance is declining. Meanwhile, sales that occurred in 2020 can also be presented by the company to know the progress of sales.

Table 2. Sales Report PT. Capella Medan January - December 2020

Month	Target	Realization	% Achievement
January	20 units	30 units	150 %
February	20 units	28 units	140 %
March	20 units	20 units	100 %
April	20 units	15 units	75 %
May	20 units	12 units	60 %
June	20 units	10 units	50 %
July	20 units	5 units	25 %
August	20 units	3 units	15 %
September	20 units	0 units	0 %
October	20 units	2 units	10 %
November	20 units	1 units	5 %
December	20 units	3 units	15 %
Total	240 units	129 units	

Based on Table 2 above, it shows that the realization of sales that occurred in 2020 decreased and fluctuated. Realized sales decreased from January to December 2020. Sales decreased in December 2020 by 15%. Thus the decline in sales indicates that employee performance is declining. The decline in sales is more often caused by the inability of employees to come to visit customers. Even though the leadership has given the task of distributing brochures to customers so that customers make car purchases.

The decline in sales is influenced by leadership style factors, namely a leader who does not interact with his employees less resulting in the duties and responsibilities of employees being less focused. The company organization is led by a leader so that the company's operational activities can run well. A leadership style that lacks interaction with employees results in a high level of employee absenteeism. Leaders play the most important role in the company organization. Leadership involves the ability of a leader to influence employees so that employees will try to achieve organizational goals. Leaders must be wise in dealing with all problems that occur within the company organization. Leadership has a very important role in improving employee performance. Where performance can be reviewed based on its level with each benchmark. This leader's attitude causes the relationship between employees and superiors to be good or not, then this relationship will lead to conflict and dissatisfaction of employees working in the company environment. Wise leadership in the organization is able to encourage increased employee productivity. The leadership that occurs in the company is less concerned about the difficulties faced by employees, especially the completion of work which results in many employees working not in accordance with existing procedures. This happens due to the deadline given to employees. This lack of caring leadership can indicate that the leader is not wise in making decisions and is less willing to help the difficulties of employees at work and result in the work being completed not according to the expectations of superiors. For more details, the 2020 leadership description report can be presented as follows:

Table 3. Report Description Leadership PT. Capella Medan
January - December 2020

Month	Per Division	Problems at Work	Cause of Problem
January	-	-	-
February	Marketing Manager	Difficulty in marketing	Lack of facilities provided by the leadership
March	-	-	-
April	Head of Warehouse	Jobs are not delivered according to schedule planned	Limited car delivery ships then the leadership does not provide a solution
May	-	-	-

June	Stock	There is often a difference in inventory and the type of car color	Lack of firm leadership in providing direction and guidance
July	-	-	-
August	-	-	-
September	Helper	Often deliver products that are not in accordance with customer requests	Lack of firm leadership in giving punishment
October	-	-	-
November	Office Boy	Often negligent in cleaning the office space so that the floor is too slippery and wet and the room is not neatly arranged	Lack of firm leadership in giving punishment
December	Manager Personnel	Lack of understanding of employee recruitment procedures	The leader does not provide direction and guidance on the acceptance of candidates employee

Source : PT. Capella Medan

Based on Table 3 shows that the leadership in this case is not firm, wise in making decisions so that employees become confused to solve the problem. The task of an office boy is to clean the office room to make it look clean and tidy, but the reality is that office boys are often negligent in cleaning the office room so that the floor is too slippery and wet and the room is not neatly arranged. The marketing manager is less active in providing facilities to marketing staff such as the provision of travel allowances. Leaders do not provide motivation to employees, especially positive motivation for high-performing employees. Though this motivation can help employees to work better. Leaders rarely give bonuses or incentives to high-performing employees and most leaders provide motivation in the form of directing employees so that employees are more aware of their mistakes. Whereas employees really need motivation such as giving bonuses, incentives and promotions to employees who have good performance. However, implementation in the company does not prioritize giving positive motivation but the leadership wants employees to work harder to achieve company goals.

Seeing the problems above, one way that organizations can do is to motivate employees who work in the company. Giving motivation to employees can be done in various ways, namely coercion and punishment, rewards, rewards and praise. By giving motivation to employees, it can cause employees to improve and improve the quality of their work so that performance can also increase.

2. RESEARCH METHOD

The quantitative research method is a research strategy that is positivistic (concrete data), research data in the form of numbers to be measured using statistics as a calculation test tool, associated with the problem under study to achieve the goal (Sugiono, 2012). The population of this research is 95 employees of PT. Capella Medan. Saturated sampling technique. The sample of this research is 95 employees of PT. Capella Medan. The data analysis tool uses SPSS 25 with path analysis.

3. RESULTS AND DISCUSSIONS

3.1 First Regression Model Path Analysis

Referring to the regression output of the first regression model, it can be seen that the significant values of the two variables are leadership style (X1) = 0.000 and financial compensation (X2) = 0.001. These results conclude that the regression of the first regression model, namely the leadership style variable (X1) has an effect on work motivation (Z), the financial compensation variable (X2) has an effect on work motivation (Z). The value of R² or R square contained in the Model summary table is 0.574. This shows that the contribution or contribution of the leadership style variable (X1) and financial compensation (X2) to work motivation (Z) is 57.4%, while the

remaining 42.6% is the contribution of other variables not included in the study. Meanwhile, the value of e_1 can be found with the formula $e_1 = \sqrt{(1-0.574)} = 0.653$. Thus, the path diagram of the structural model I is obtained as follows:

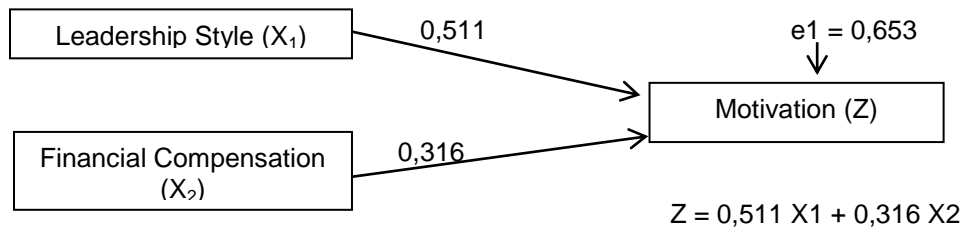


Figure 1. Sub-Structure Path Analysis Model I

Table 4. Results of Sub-Structure Regression Analysis I

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.795	2.838		1.690	.094
	Leadership style	.709	.125	.511	5.650	.000
	Financial Compensation	.412	.118	.316	3.499	.001

a. Dependent Variable: Motivation

Based on table 4 the results of the regression analysis of sub structure I above, it can be explained that:

1. With degrees of freedom (df) of 95, $n-k-1 = 95-2-1=92$, the ttable is 1.986. The leadership style variable has a value of t arithmetic $< t$ table that is $5,650 > 1,986$ with a significant value of $0.000 < 0.05$, so it can be concluded that the leadership style variable has a significant influence on motivation. The relationship between leadership style and motivation is positive, which is indicated by a positive sign on the t-count value.
2. The financial compensation variable has a value of t count $< t$ table that is $3,499 > 1,986$ with a significant value of $0.001 < 0.05$. This shows that the financial compensation variable has a significant influence on motivation. The relationship between financial compensation and motivation is positive, which is indicated by a positive sign on the t-count value.

Based on Table 1.4, it can be made a regression model for sub-structure I, namely:

$$Z = 0,511X_1 + 0,316X_2$$

From the equation of the sub-structure I regression model, it can be explained that:

1. The influence of leadership style on motivation is 0.511, meaning that if work discipline increases by 1 unit, then motivation will increase by 0.511.
2. The effect of financial compensation on motivation is 0.316, meaning that if financial compensation increases by 1 unit, then motivation will increase by 0.316.

Table 5. Test Results for the Coefficient of Determination of Sub-structure I Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.574	.564	4.10657

a. Predictors: (Constant), Financial Compensation, Leadership style

From the table it can be seen that the coefficient of determination (Adjusted R Square) is 0.564 or 56.4% which indicates that the ability of leadership style and financial compensation in explaining its effect on motivation is 56.4% while the remaining 43.6% is influenced by by other variables not examined in this study.

3.2 Hypothesis Testing of Sub-Structure Regression Model II

The t test or partial test is used to test the effect of partially or independent variables, namely leadership style and financial compensation on the dependent variable, namely the motivation variable.

Table 6. Results of Sub-Structure Regression Analysis II

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	17.009	1.905		8.929	.000
	Leadership style	-.100	.096	-.103	-1.040	.301
	Financial Compensation	-.061	.083	-.067	-.737	.463
	Motivation	.634	.069	.902	9.197	.000

a. Dependent Variable: employee performance

Based on the table of results of sub-structural regression analysis II, it can be explained that:

1. The leadership style variable has a tcount value greater than ttable, namely $-1.040 > -1.986$ with a significant value of $0.301 > 0.05$ so it can be concluded that the leadership style variable does not have a significant influence on employee performance and it can also be seen that the leadership style variable does not have a positive effect on the employee performance variable which can be seen in the negative sign on tcount, which indicates that if the leadership style has increased then it will be able to reduce employee performance.
2. The financial compensation variable has a value of $-tcount > -ttable$ that is $-0.737 > -1.986$ with a significant value of $0.463 > 0.05$. This shows that the financial compensation variable has no positive and significant effect on employee performance. If financial compensation increases, it will reduce employee performance.
3. The motivation variable has a value of $tcount > ttable$ that is $9.197 > 1.986$ with a significant value of $0.000 < 0.05$. This indicates that the motivation variable has a positive and significant effect on employee performance, which means that if motivation increases, it will increase employee performance.

This test was conducted to determine the effect of independent variables consisting of leadership style variables and financial compensation, the moderator variable was motivation on the dependent variable, namely the employee performance variable. This test was conducted to determine the effect of independent variables consisting of leadership style variables and financial compensation, the moderator variable was motivation on the dependent variable, namely the employee performance variable.

Table 7 Results of the Coefficient of Determination of Sub-structure II

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.614	2.71466

a. Predictors: (Constant), Motivation, Financial Compensation, Leadership style

The table shows that the coefficient of determination (Adjusted R Square) is 0.614 or 61.4%, which means that the influence of leadership style, financial compensation and motivation variables on employee performance is 61.4%, while the remaining 38.6% can be influenced by other variables not examined in this study such as selection, work conflict and work environment. Based on the test results of the first and second sub-structure path analysis, it can be described a path diagram, namely:

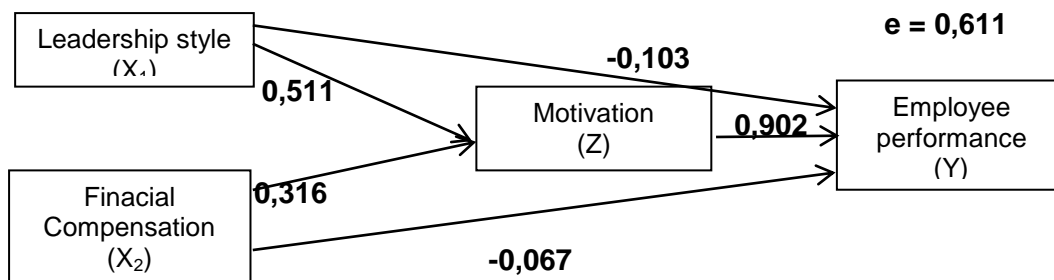


Figure 2. Path Diagram of the Second Regression Model

The indirect effect between the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study can be explained as follows:

1. Indirect influence of leadership style variables on employee performance variables through motivational variables (X₁ Z Y). X₁ through Z with respect to Y = $0.511 \times 0.902 = 0.461$.
2. The indirect effect of financial compensation variables on employee performance variables through motivational variables (X₂ Z Y). X₂ through Z on Y = $0.316 \times 0.902 = 0.285$.

3.3 DISCUSSION

a. The Influence of Leadership Style on Employee Performance

The results of the regression analysis of sub structure II show that the leadership style variable does not have a positive influence on the permanent employee performance variable at PT. Capella Medan. Based on calculations with a significant value of $0.301 > 0.05$, because the value is negative, it can be stated that leadership style has a negative effect on employee performance. A leadership style that lacks interaction with employees results in a high level of employee absenteeism. Leaders play the most important role in the company organization. Leadership involves the ability of a leader to influence employees so that employees will try to achieve organizational goals. The results of this study are not in line with research by Fajrin and Susilo (2018) which states, Authoritarian Leadership Style, Participatory Leadership Style, Delegative Leadership Style have a significant effect on employee performance. The results of this study are not in accordance with Sudaryono's theory (2017:172), leadership style shows directly or indirectly, about a leader's belief in the ability of his subordinates. That is, leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes that a leader often applies when he tries to influence the performance of his subordinates.

b. The Effect of Financial Compensation on Employee Performance

The results of the regression analysis of sub structure II show that the financial compensation variable has no positive and significant effect on employee performance at PT. Capella Medan. Based on calculations with a significant value of $0.463 > 0.05$, because the value is negative, it can be stated that financial compensation has a negative effect on employee performance at PT. Capella Medan. Giving bonuses to employees also has the effect of not supporting performance because the bonuses given are too low. The results of this study are not in line with the research of Priyanto (2016) which states that compensation has a positive and significant effect on employee performance. The results of this study are not in accordance with the theory of Kasmir (2016:233) compensation based on performance, meaning that compensation is assessed from the performance it obtains in a certain period. For those who have the best performance, of course, they will get better compensation compared to those who do not or have less performance.

c. The Influence of Leadership Style on Motivation

The results of the regression analysis of sub structure I showed that the leadership style variable had a significant positive effect on motivation at PT. Capella Medan. Based on calculations with a significant value of $0.000 < 0.05$, because the value is positive, it can be stated that leadership style has a significant positive effect on motivation at PT. Capella Medan. The leadership that occurs in the company is less concerned about the difficulties faced by employees, especially the completion of work which results in many employees working not in accordance with

existing procedures. This happens due to the deadline given to employees. This lack of caring leadership can indicate that the leader is not wise in making decisions and is less willing to help the difficulties of employees at work and result in the work being completed not according to the expectations of superiors. The results of this study are in line with the research of Ulfah, Subiyanto and Kurniawan (2020) which states, Transactional leadership style has a positive effect on work motivation. Compensation has a positive effect on work motivation.

d. The Effect of Financial Compensation on Motivation

The results of the regression analysis of sub structure I show that the financial compensation variable has a significant influence on motivation at PT. Capella Medan. Based on calculations with a significant value of $0.001 < 0.05$, because the value is positive, it can be stated that financial compensation has a significant effect on motivation at PT. Capella Medan. The results of this study are in line with the research of Hati and Brahmin (2016) which states that direct compensation and indirect compensation have an effect on employee motivation at PT. Buana Image.

e. The Effect of Motivation on Employee Performance

The results of the Regression analysis test of sub structure II show that the motivation variable has a positive and significant effect on the performance of permanent employees at PT. Capella Medan. Based on calculations with a significant value of $0.000 < 0.05$, because the value is positive, it can be stated that motivation has a positive and significant effect on the performance of permanent employees at PT. Capella Medan. The results of this study are in line with research by Ulfah, Subiyanto and Kurniawan (2020) which state that work motivation has a positive effect on employee performance.

f. The Influence of Leadership Style on Employee Performance Through Motivation

From the calculation of the results of the Sobel test (Sobel test), it can be seen that the value of 0.288 has no effect, this shows that there is no influence of motivational variables in mediating the influence of leadership style on the performance of permanent employees at PT. Capella Medan. The results of this study are not in line with the research of Priyanto (2016) which states, Motivation mediates the effect of transformational leadership style on employee performance. The results of this study are not in accordance with Samsuddin's theory (2018: 41). To apply a leadership style, what we need to pay attention to is the readiness of subordinates to work and their psychology. A person who is high in work readiness who will have the knowledge and ability to do work without much direction from the leadership. A subordinate who has psychological readiness will have the motivation to do quality work. To increase the readiness of subordinates, it is necessary to provide targeted and programmed training.

g. The Effect of Financial Compensation on Employee Performance Through Motivation

From the calculation of the results of the Sobel test (Sobel test), it can be seen that the value of 0.109 has no effect, this shows that there is no influence of motivational variables in mediating the effect of financial compensation on the performance of permanent employees at PT. Capella Medan. The results of this study are in line with Priyanto's research (2016) which states that motivation does not mediate the effect of compensation on employee performance at PT. Bo Kyung Pasuruan. The results of this study are not in accordance with the theory of Sukrispiyanto (2019:145) Compensation is one of the variables that affect employee performance, so organizations must implement a compensation system by considering the interests of the organization and the interests of employees. By accommodating the interests of these employees, it will lead to satisfaction for them which in turn will affect the motivation to work productively and efficiently.

4. CONCLUSION

Leadership style has a negative influence on the variable performance of permanent employees at PT. Capella Medan. Financial compensation has a negative and significant effect on employee performance at PT. Capella Medan. Leadership style has a significant positive effect on motivation at PT. Capella Medan. Financial compensation has a significant effect on motivation at PT. Capella Medan. Motivation has a positive and significant effect on the performance of permanent employees at PT. Capella Medan. There is no influence of motivational variables in mediating the influence of leadership style on the performance of permanent employees at PT. Capella Medan. It

has no effect, this shows that there is no influence of motivational variables in mediating the effect of financial compensation on the performance of permanent employees at PT. Capella Medan

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