

The Effect of Compensation, Leadership Style, Leader Member Exchange and Organizational Citizenship Behavior on Performance

¹Ghalib Suprianto, ²Ridha Taurisma Lajaria, ³Ifin Naim, ⁴Umar

^{1,2,3} Lecturer, Entrepreneurship Study Program, Faculty of Economics and Business
Southeast Sulawesi University

⁴Student, Entrepreneurship Study Program, Faculty of Economics and Business
Southeast Sulawesi University

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Representative e-Mail: ghalibsuprianto081b@gmail.com

ABSTRACT

The purpose of this study was to examine and analyze the effect of compensation, leadership style, Leader Member Exchange and Organizational Citizenship Behavior on performance. This research was conducted on Beast Meat Employees in Kendari City. The population used was 35 Kendari City Beast Meat Employees. Data collection is done through interviews. The analytical tool used is multiple linear regression techniques. The results of the analysis show that compensation has a positive and significant effect on performance, leadership style has a positive but not significant effect on performance. This shows how leadership style is not related or not significant with the performance of Beast Meat Employees in Kendari City, related to the performance of Beast Meat Employees in Kendari City who need authoritarian support and cannot be involved in the decision-making process. The compensation variable has a positive and significant effect on performance. This shows that fair and proper assistance needs to be given to Kendari City Beast Meat Employees, the need for employees will increase significantly. Leader Member Exchange has a positive and significant effect on performance. Organizational Citizenship Behavior has a positive and significant effect on performance.

Keywords: *Compensation, Leadership Style, Leader Member Exchange, Organizational Citizenship Behavior and Employee Performance*

I. INTRODUCTION

Human resources are the driving force of an organization, which is considered a company asset so that it must be owned to train and develop its capabilities. Human resources are something that must be possessed in an effort to achieve the goals and objectives of the target company or organization. Human resources are also an indispensable element related to the company's goals and expectations for the future.

Increasingly advanced human resources make companies also have to think about how to maximize their performance owned by employees, for that we can develop in various ways both training and development in terms of skills in order to achieve organizational demands for company progress. Various things need to be done with human resources, as well as simple things like timeliness and work effectiveness in an organization. Behind it all, there are several things that can spur this such as giving compensation as an appreciation for employee performance.

The factors that affect employee performance are the work environment, work responsibilities, leadership work methods and compensation.

The work environment is related to how comfortable and complete the company's facilities are to support employee productivity. Work responsibilities, this can affect performance because these responsibilities become a benchmark for the compensation to be received. Not infrequently many employees who have many job responsibilities but do not match the appropriate award.

Leadership style, with direct contact between employees and superiors, makes this leadership style a thing that can affect performance. An uncomfortable leadership style will reduce employee sympathy for superiors and this will obviously greatly affect employee performance. Compensation, a gift that will be received by all working employees, compensation is often seen as company appreciation for all employees' participation in the company, but compensation can also be a trigger for performance because with an imbalance between rewards and workload it can make employees enthusiastic and not optimal on performance. According to Thoha (2013) that Leadership Style is a behavioral norm that is used by someone when someone tries to influence the behavior of others according to his views.

Empirical research shows that LMX predicts organizational citizenship behavior (OCB) because employees who engage in high-quality relationships with their superiors also tend to engage in behaviors that support others in their work environment and ultimately improve performance (Organ, 1998; Martin et al., 2016). OCB is an informal mode of cooperation and contribution (i.e., work behavior) in which individuals engage to achieve job satisfaction and perceived fairness in the workplace (Organ, 2018). Empirical research to date indicates that OCB is critical to performance, and such behavior is often triggered by the support and efforts of leaders (Khan and Malik, 2017; Organ, 2018).

Although LMX promotes OCB in higher education (Alabi, 2012; Power, 2013), the complex relationship between LMX, OCB, and lecturer performance as contributors to knowledge and national development, especially in Ghana, remains under scrutiny and should therefore be explored further. (Atatsi et al., 2019). Research on OCB in Ghana focuses on the workforce in an organizational context in general (Asiedu et al., 2014; Gyekye and Haybatolabi, 2015; Mensah and Bawole, 2018), and studies on OCB lecturers in tertiary institutions have not received much attention (Alabi, 2012; Inelmen et al., 2017).

Based on phenomena related to the performance of members that occur in the Kendari Police Traffic Unit Police. There are still several police officers who have not carried out their duties optimally. In addition, there are still some members who still feel that the provision of non-financial compensation has not been properly realized. On the other hand, the superiors and subordinates have a very good relationship built by the leadership, but there are still some members who feel their relationship with their superiors is not well established.

II. LITERATURE REVIEW

2.1 Compensation

Compensation is the total of all gifts provided by the organization to employees in exchange for their services. According to Hasibuan (2012: 118) says compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. One of the objectives of providing compensation is to provide proper compensation as an appreciation for work performance.

Compensation itself can be divided into 2 major groups, namely:

1. Compensation based on its form, consisting of:
 - a. Financial compensation is compensation given in the form of objects, such as salaries, incentives, operational vehicles and office facilities.
 - b. Non-financial compensation is compensation given in the form of satisfaction, or rewards without form. Like giving praise as motivation for the success of the target in the work being done.
2. Compensation based on the method of administration, consisting of:
 - a. Direct financial compensation refers to compensation provided in the form of objects such as salaries, bonuses or commissions.
 - b. Indirect financial compensation is compensation given in the form of benefits, including: insurance and leave.

2.2 Leadership style

Leadership style can be interpreted as the overall pattern of a leader's actions both in relation to subordinates and to job recaps. This leadership style also involves the attitude, nature, consistency, and skills of a leader.

Thoha (2013) explains that Leadership Style is a behavioral norm that is used by someone when that person tries to influence the behavior of others according to his views. A leader must have a different way or style of leadership to attract the attention and interest of employees to work according to the directions and desires of a leader. Following are 3 leadership styles based on their types according to Hasibuan (2016: 172):

1. Authoritarian leadership is power or authority, most of which are absolute in leadership if the leader follows a centralized system of authority. Decision-making and policies are only determined by the leadership, subordinates are not included to provide suggestions, ideas and considerations in the decision-making process.
2. Delegative Leadership is a leader who delegates authority to subordinates more thoroughly. Thus, subordinates can make decisions and policies freely or freely in carrying out their work. Leaders don't care about how subordinates make decisions and do their work; it is completely left to subordinates.
3. Participatory leadership is when leadership is carried out persuasively, creating harmonious cooperation, fostering loyalty, and participation of subordinates. Leaders will encourage the ability of subordinates to make decisions.

2.3 Leader Member Exchange

Leader Member Exchange is a two-way mechanism between leaders in building relationships with each of their collaborators according to Dansereau et al. (1975). Graen and Uhl-Bien (1995) argue that LMX relies on reciprocal relationships between employees and leaders. This philosophy also supports leaders and workers to give each other feedback. Leader Member Exchange is also not limited to peer relations. Another opinion from Liden and Maslyn (1998) says that LMX is related to work, respect for the abilities and experience of leaders, commitment to one another, and mutual affection. Basically, Leader Member Exchange has several dimensions. Liden and Maslyn (1998, p.50) divide it into four dimensions, including:

1. Affect refers to the intimacy between one person and another.
2. Contribution is the belief that the activities of other individuals are also related to each entity in the organization.
3. Loyalty is loyalty and support offered to other people, both employees and company leaders. Loyalty Liden and Maslyn (1998) suggest loyalty is how leaders and workers support each other in all circumstances.
4. Professional appreciation/respect for work done by others means professional appreciation or admiration. respect / professional respect Awe can be focused on a variety of factors, such as the ability to be this person or the success of people you admire.

2.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) Robbins & Mary Coulter (2012:401) argues that, "organizational citizenship behavior (OCB) is discretionary behavior that's not part of an employee's formal job requirements, but which promotes the effective functioning of the organization." (OCB) is voluntary behavior that is not part of an employee's formal job requirements but that still promotes the effective functioning of the organization. OCB as independent individual behavior, and not directly rewarded by the formal reward system, but as a whole can increase the efficiency and effectiveness of organizational functions, (Organ, et al., 2006). Discretionary individual behavior, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization, (Luthans, 2011:149). OCB can be defined as providing voluntary assistance to fellow workers for organizational development without expecting anything in return and OCB can have a positive impact on the employees themselves and for the organization beyond what is expected, (Mansoor, et al., 2012).

Organizational Citizenship Behavior (OCB) Dimensions According to Luthans (2011:149); Organ, et al (2006) in OCB is implemented and dimensional in the form of "Altruism, courtesies, sportsmanship, conscientiousness, and civic virtue".

2.5 Performance

According to John Minner (2015: 8) performance is the productivity relationship between the amount of goods and services produced and the amount of labor, capital and resources used in production.

An employee's performance must be covered by things that encourage performance, either in terms of increased performance, bad or by making performance decrease. Performance factors are divided into 3, namely:

1. Individual compensation: ability and skill to do the job.
2. Organizational Supporting Factors: Factors that give employees a sense of comfort in the work environment, support like this can improve performance easily, because employees feel the work environment is very supportive with the workload they receive.
3. Psychological Factors: It is important for companies to know the performance of their employees in order to take steps to develop existing human resources in the company by involving employees in activities such as training.

According to Hasibuan (2002) there are several aspects that are measured in employee performance, including:

1. Work performance is the performance achieved by an employee in carrying out the tasks assigned to him. In this case, employees try to be better every day in order to be able to get better results from their colleagues. Employees who have good work performance can improve company performance
2. Discipline is a process of complying with all existing regulations and carrying out work according to established procedures. By complying with existing regulations,
3. Creativity refers to the ability of employees to form new ideas or ideas from existing ideas or facts. Creativity can also be shown by finding new solutions to a problem that is different from before.
4. Collaboration refers to the ability of employees to coordinate with colleagues to achieve maximum results in their work. With a good communication system, cooperation within a group of employees can be improved
5. Proficiency refers to the employee's ability to carry out the duties and obligations assigned to him to the fullest. Capable employees have the ability to be able to make decisions on a problem quickly.
6. Responsibility refers to the employee's ability to complete tasks within the allotted time and is willing to accept all risks for all actions taken.

2.6 Relationship between research variables

2.6.1 Compensation Relationship with Performance

Compensation can be given in various forms or terms, including: salary, allowances and bonuses. Salary is remuneration in the form of money received by employees as a consequence of their status as an employee who

contributes to achieving company/organizational goals (Kadarisman, 2012). Salary levels in a company are very important, as they affect an organization's ability to attract and retain competent employees and its competitive position in the product market. A healthy salary level policy can achieve three objectives, namely: attracting an adequate supply of labor, keeping current employees satisfied with their compensation levels, and avoiding expensive employee turnover rates (Kadarisman, 2012)

2.6.2 Relationship between Leadership Style and Performance

Thoah (2010, p.42), revealed that by using leadership, leaders will influence the perceptions of subordinates and motivate them, by directing employees to task clarity, goal attainment, job satisfaction, and effective work execution. This is confirmed by Robbins (2007, p.432), who reveals that leadership is the ability to influence a group toward achieving goals. The ability of employees to achieve the goals and objectives of the organization is a reflection of employee performance. So, it can be concluded that leadership style has a big role in improving employee performance.

2.6.3 Relationship between Leader Member Exchange and Performance

If the relationship between employees and leaders is well established, employees tend to be willing to work more than their portion, work immediately, give more initiative and work more optimally (Truckenbrodt, 2000, p.234). This proves that the Leader Member Exchange has an influence on employee performance. Several experts from previous research have also proven this. The first expert (Wang, 2016) proved in his research that the Leader Member Exchange influences employee creativity and performance. The second expert (Arsintadiani and Harsono, 2002) proved that the Leader Member Exchange has a positive effect on performance and job satisfaction in his research. Guilon and Cezanne (2014) as quoted from Asaloei (2016) suggest that loyalty has a positive effect on organizational performance. Organizational performance is an accumulation of employee performance and loyalty is one of the dimensions in the Leader Member Exchange. This proves that the loyalty dimension affects performance. Markos and Sridevi (2010) suggest that employees who have high involvement with the company can contribute to the productivity of the company.

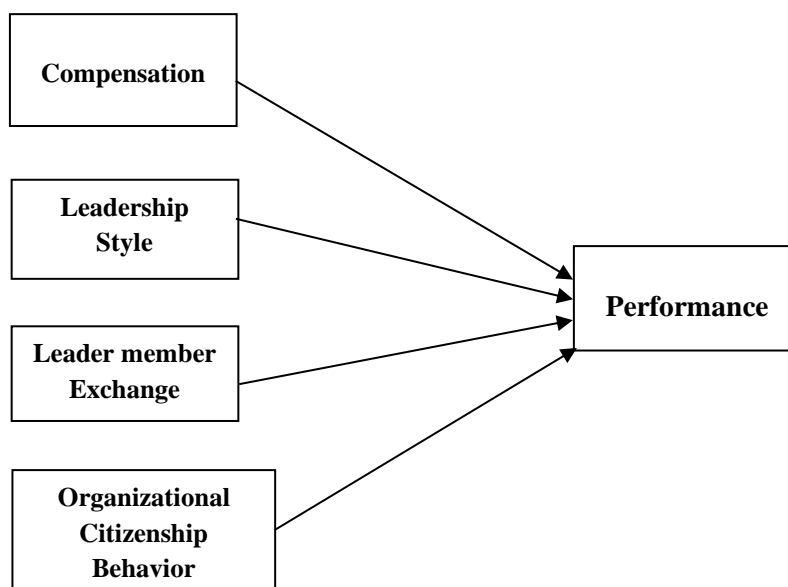
2.6.4 Organizational Citizenship Behavior Relationship with Performance

The relationship between OCB and performance in the journal proposed by Waltz and Niehoff (2004) shows that there is a level of effectiveness in the organization with employees with OCB. This supports the development of employee performance as revealed by Nufus (2011) in his research discussing OCB on performance. In his research conducted at PT Putra Pertiwi Karya Utama revealed a significant influence between aspects of OCB and employee performance.

2.7. Conceptual framework

Based on the background of the problem, the formulation of the problem and the theoretical basis as described above, the conceptual framework in this study is as follows:

Figure 1. Research Concept Framework



III. RESEARCH METHOD

3.1. Research Approach

The research approach was carried out using a quantitative approach through the questionnaire method. According to Sugiyono (2017: 142) a questionnaire is a data collection technique that is carried out by providing a set of questions or written statements to respondents to answer.

3.2. Population and Respondents

The population which is also the number of respondents in this study were 35 Kendari City Beast Meat Employees.

3.3. Data analysis technique

Data analysis is one of the research activities in the form of compiling and processing data in order to interpret the data that has been obtained.

3.3.1. Validity test

From the test criteria, if the correlation between items with a total score of more than 0.3 then the instrument is declared valid or vice versa if the correlation between items is less than 0.3 then the instrument is declared invalid. If $r_{count} > r_{table}$ with $\alpha = 0.05$ then the correlation coefficient is significant.

3.3.2. Reliability test

The reliability test is an index that shows the extent to which the measuring instrument can be trusted. To achieve this, a reliability test was carried out using SPSS with the Cronbach's Alpha model measured according to the Cronbach's alpha scale of 0 to 1.

3.3.3. Normality test

According to Ernawati (2015) the data normality test was carried out to find out whether the data is normally distributed or not. According to Singgih Santoso (2016: 393), the basic basis for decision making can be done based on probability (Asymptotic Significant), namely:

- If Probability > 0.05 then the population distribution is normal.
- If Probability < 0.05 then the population is not normally distributed. Visual testing can also be performed using the normal probability plot graph method in the basic SPSS program for decision making
- If the data spreads around the diagonal line and follows the direction of the diagonal line, it can be concluded that the regression meets the normality assumption.
- If the data spreads away from the line and does not follow the direction of the diagonal line, it can be concluded that the regression model does not meet the normality assumption.

3.3.4. Multicollinearity Test

Multicollinearity is a situation where some or all of the independent variables are highly correlated. Thus, it means that the greater the correlation between the independent variables, the greater the regression coefficient error, the greater the standard error.

3.3.5. Heteroscedasticity Test

This test is used to determine whether the variable storage regression model is uncertain or not. As for detecting the existence of heteroscedasticity, that is by seeing whether there is a certain pattern on the scatterplot graph. (Singgih Santoso, 2016: 210). If the probability $> \alpha$ (0.05), then it can be ascertained that the model does not contain heteroscedasticity. If the probability of the result is less than 0.05 then the regression equation contains heteroscedasticity.

3.3.6. Multiple Linear Regression Analysis

According to Sugiyono (2015: 277) multiple linear regression analysis is a multiple linear regression analysis used by researchers, if the researcher intends to predict how the condition (rising and falling) of the dependent variable (criterion), whether there are two or more independent variables. because the predictor factor is manipulated (its value increases). Multiple linear regression analysis was used in this study with the aim of proving the hypothesis about the influence of the variables Compensation, Leadership Style, Leader Resource Exchange and Organizational Citizenship Behavior partially or simultaneously on performance.

3.3.7. F test

Aims to determine the feasibility of the multiple linear regression model as an analytical tool that examines the effect of the independent (independent) variables on the dependent (bound) variable together. When $F_{count} < F_{table}$. Then H_0 is accepted and H_a is rejected, meaning there is no simultaneous effect. If $F_{count} > F_{table}$ then H_0 is rejected and H_a is accepted, meaning that there is a simultaneous effect

3.7.8. t-test

The T test is a regression coefficient test used to determine whether the independent variable (X) individually affects the dependent variable (Y).

IV. RESULT & DISCUSSION

4.1 Research Result

TABLE 1. Results of Multiple Linear Regression Tests

Summary Model ^b										
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	FChange	df 1	df 2	Sig. FChange	
1	.779 ^a	.696	.585	4.75595	.596	54,099	3	31	.000	1,356
a. Predictors: (Constant), Compensation, Leadership Style, LMX, OCB										
b. Dependent Variable: Performance										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157,597	3	52,532	54,099	.000 ^b
	residual	581,634	31	12.117		
	Total	739,231	34			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Compensation, Leadership Style, LMX, OCB						

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		correlations			Collinearity Statistics	
		B	std. Error	Betas			Lower Bound	Upper bound	Zero-order	partial	Part	tolerance	VIF
		1	(Constant)	6,542	5,398		4,917	.000	37,240	15,844			
	Compensation	.509	.073	.568	6,965	.000	.364	.654	.744	.553	.422	.352	1813
	Leadership Style	.174	.135	.189	2,287	.057	.094	.443	.413	.122	.078	.469	1,301
	LMX	.209	.073	.368	3,965	.000	.164	.354	.544	.453	.302	.312	1613
	OCB	.249	.077	.237	3,219	.002	.096	.403	.576	.293	.195	.380	1,471
a. Dependent Variable: Performance													

From the Table of Multiple Linear Regression Test results above, it shows that simultaneously the variables Compensation, Leadership Style, LMX, and OCB have a positive and significant effect on employee performance. With an R value of 0.779 or 77.90 percent. Meanwhile, the R Square value is 0.696 or 69.60 percent with an F significance value of 0.000.

Then the partial effect of each independent variable on performance consists of compensation with a standardized coefficient value of 0.568 and a significant t value of 0.000. Then the leadership style variable with a standardized coefficient value of 0.186 and a significant t value of 0.057. The LMX variable with a standardized

coefficient value of 0.368 and a significant t value of 0.000 and the OCB variable with a standardized coefficient value of 0.237 and a significant t value of 0.002. This shows that compensation has a positive and significant effect on performance. Furthermore, leadership style has a positive but not significant effect on employee performance. LMX positive and significant effect on performance. OCB has a positive and significant effect on employee performance.

4.2 Discussion

4.2.1 The Effect of Compensation on Performance

Based on the research results, compensation has a positive and significant effect on performance. This shows that the higher the compensation given, the more impact it will have on improving performance. Compensation can be given in various forms or terms, including: salary, allowances and bonuses. Salary is remuneration in the form of money received by employees as a consequence of their status as an employee who contributes to achieving company/organizational goals (Kadarisman, 2012). Salary levels in a company are very important, as they affect an organization's ability to attract and retain competent employees and its competitive position in the product market. A healthy salary level policy can achieve three objectives, namely: attracting an adequate supply of labor, keeping current employees satisfied with their compensation levels, and avoiding expensive employee turnover rates (Kadarisman, 2012)

4.2.2 The Effect of Leadership Style on Performance

The results showed that leadership style had a positive but not significant effect on performance. This means that the better the leadership style will be able to improve employee performance. Thoha (2010, p.42), revealed that by using leadership, leaders will influence the perceptions of subordinates and motivate them, by directing employees to task clarity, goal attainment, job satisfaction, and effective work execution. This is confirmed by Robbins (2007, p.432), who reveals that leadership is the ability to influence a group toward achieving goals. The ability of employees to achieve the goals and objectives of the organization is a reflection of employee performance. So it can be concluded that leadership style has a big role in improving employee performance.

4.2.3 The Effect of Leader Member Exchange on Performance

The results of the study show that the Leader Member Exchange has a positive and significant effect on employee performance. This shows that the better the implementation of LMX, it will be able to improve employee performance. If the relationship between employees and leaders is well established, employees tend to be willing to work more than their portion, work immediately, give more initiative and work more optimally (Truckenbrodt, 2000, p.234). This proves that the Leader Member Exchange has an influence on employee performance. Several experts from previous research have also proven this. The first expert (Wang, 2016) proved in his research that the Leader Member Exchange influences employee creativity and performance. The second expert (Arsintadiani and Harsono, 2002) proved that the Leader Member Exchange has a positive effect on performance and job satisfaction in his research. Guilon and Cezanne (2014) as quoted from Asaloei (2016) suggest that loyalty has a positive effect on organizational performance. Organizational performance is an accumulation of employee performance and loyalty is one of the dimensions in the Leader Member Exchange. This proves that the loyalty dimension affects performance. Markos and Sridevi (2010) suggest that employees who have high involvement with the company can contribute to the productivity of the company.

4.2.4 The Effect of Organizational Citizenship Behavior on Performance

Based on the results of the study, it shows that Organizational Citizenship Behavior has a positive and significant effect on performance. This means that the better social behavior of employees can have a significant impact on improving employee performance. The relationship between OCB and performance in the journal proposed by Waltz and Niehoff (2004) shows that there is a level of effectiveness in the organization with employees with OCB. This supports the development of employee performance as revealed by Nufus (2011) in his research discussing OCB on performance. In his research conducted at PT Putra Pertiwi Karya Utama revealed a significant influence between aspects of OCB and employee performance

V. CONCLUSION

The results of the analysis show that compensation has a positive and significant effect on performance, leadership style has a positive but not significant effect on performance. This shows how leadership style is not related or not significant with the performance of Beast Meat Employees in Kendari City, related to the performance of Beast Meat Employees in Kendari City who need authoritarian support and cannot be involved in the decision-making process. The compensation variable has a positive and significant effect on the performance of the Kendari City Beast Meat Employees. This shows that fair and proper assistance needs to be given to Kendari City Beast Meat Employees, the need will increase significantly. Leader Member Exchange has a positive and significant effect on performance. Organizational Citizenship Behavior influences the performance of the Kendari City Beast Meat Employees.

5.1 Research Limitations

The sample used in this study was only Kendari City Beast Meat Employees, so it was considered less proportional to represent the LMX model. For further research, the development of research variable research instruments used in this study can be adapted to different objects. In detail, the researcher knows that the research instrument is still very limited and the customization is not sufficient to be reflective in real life. Methodologically, this study only relied on primary data, so it is highly recommended for further research to combine this data with more reliable secondary data.

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