

Analysis of Factors Affecting Performance With Work Motivation As Intervening West Sumatra Shipping Polytechnic

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ABSTRACT

This study aims to see the influence of 1) Leadership style on employee work motivation 2). Compensation for employee motivation 3). Work motivation on employee performance 4). Leadership style towards employee performance 5). Compensation for employee performance 6). Leadership style towards employee performance with work motivation as an intervening variable. 7). The effect of compensation on employee performance with work motivation as an intervening variable. The study's demographic and sample consisted of all 50 West Sumatra Shipping Polytechnic workers. the process of employing total sampling to calculate the number of samples. By meeting the conditions of the classical assumption test for normality, linearity, multicollinearity, and heteroscedasticity, the data analysis approach employs route analysis. The West Sumatra Shipping Polytechnic personnel' job motivation is significantly impacted by their leadership style and salary, according to the study's findings. In addition, salaries, job motivation, and leadership style all have a big impact on how well West Sumatra Shipping Polytechnic personnel perform. The study's recommendations include that West Sumatra Shipping Polytechnic pay attention to the leadership styles that emerge in workers at work, that the agency focus on raising compensation, and that increased work motivation be taken seriously since it will lead to an improvement in performance.

Keywords: Performance, Leadership Style, Compensation, Work Motivation

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INTRODUCTION

Located in Padang Pariaman, West Sumatra Province, West Sumatra Shipping Polytechnic is a public institution run by the Ministry of Transportation and overseen by the Transportation Human Resources Development Agency. The Shipping Polytechnic's duties include: a. Creating plans and shipping-related vocational education programs; b. The implementation of vocational education in the shipping industry; b. Research and community service; c. Internal examinations; d. Quality assurance system development; e. Staffing, finance, and general management; g. Administration of cadet and academic programs;; i. Managing labs, libraries, buildings, and infrastructure; j. Putting character development into practice; k. Fostering the growth of the academic community and its interaction with the environment; and l. Putting assessment and reporting into practice.

This has to do with the Shipping Polytechnic's work atmosphere, motivation, pay, and leadership style. The initial poll, which included 20 respondents, sheds light on the subject of performance concerns. It becomes clear from the six questions that many employees either disagree with or don't do the things that are asked of them. similar to question 1's revelation "The leadership is satisfied with my work's outcomes.", 55 % of participants expressed disagreement with the question. This indicates that up to 55% of West Sumatra Shipping Polytechnic personnel have subpar job outcomes.

Table 1. Initial Performance Issues Survey of West Sumatra Shipping Polytechnic Workers

No	Pertanyaan	Setuju	Tidak Setuju
		(%)	(%)
1	The leadership is satisfied with my work's outcomes.	45	55
2	I take the initiative to complete tasks without waiting to consult my coworkers.	30	70
3	My work was superior to what I had done previously.	35	65
4	The amount of work I produced was more than the organization had anticipated.	40	60
5	I finished the task within the allotted time.	25	75
6	I do the task on schedule.	40	60

Source : Initial Survey on West Sumatra Shipping Polytechnic Employees

Sixty percent of Shipping Polytechnic workers don't finish their assignment before the deadline. This situation unequivocally demonstrates a performance-related issue with employees. This indicates that there is a possibility that this phenomena exists, and that motivation, work environment, leadership style, and pay are the contributing elements. Of the employees at Shipping Polytechnic, sixty percent do not complete their assignments by the due date. This clearly indicates that there is a problem with staff performance. This suggests that there's a chance this phenomenon occurs and that the relevant factors include leadership style, compensation, work environment, and motivation. At this stage it is more dominantly carried out by leaders at the lower management level, middle management to top management, while at the level of achievement requires a process. At this stage of the process subordinates are more dominant in doing it, while the output is the level of achievement of the results, both the bad output/performance of the most influential agencies are subordinates.

In light of this, the company makes sure that workers are consistently satisfied by, at the very least, the environment in which they perform their jobs, including coworkers, managers, the workplace culture, and other factors that may have an impact on an individual's capacity to perform their job. Employee performance at the West Sumatra Shipping Polytechnic Office has generally fallen short of expectations.

There are a number of strategies that leaders may employ to provide their staff members positive reinforcement, including material rewards, competition, special recognition for their efforts, pride or pleasure, and engagement. According to Handoko, (2019), offering remuneration to employees is one approach to enhance their work performance, job happiness, motivation, and overall work performance inside the firm. According to Hasibuan (2020) compensation is any earnings that employees receive in the form of cash or direct or indirect commodities in exchange for services they render to the business.

LITERATURE REVIEW

Performance

Performance is the outcome of an individual's work in completing the tasks given to him; this is determined by his ability, experience, sincerity, and time (Hasibuan, 2020) On the other hand, performance appraisals, as stated by Simamora (2016) are a helpful tool for motivating and developing staff members in addition to evaluating their work. The implementation of work as a whole that involves several areas such as aptitude, craft, discipline, labor relations, or unique considerations according to their sphere of responsibility are all worthy of assessment in performance appraisals. Physical outcomes are not the only thing that are evaluated in these evaluations.

The words "job performance" and "actual performance," which refer to a person's actual or work-related accomplishments, are the sources of the word "performance." According to (Mangkunegara, 2016) an employee's performance is the outcome of the quality and amount of work he or she completes in order to fulfill their assigned tasks. The words "job performance" and "actual performance," which refer to a person's actual or work-related accomplishments, are the sources of the word "performance." According to (Mangkunegara, 2016), an employee's performance is the outcome of the quality and amount of work he or she completes in order to fulfill their assigned tasks.

Leadership Style

Cascio (2021) defines leadership in terms of characteristics, individual conduct, impact on others, interactions, cooperative relationships between roles, the standing of a single administrative position, persuasiveness, and other people's perceptions regarding the legitimacy of influence. According to George R. Terry (Bambang, 2016), leadership is the process of persuading others to follow instructions in order to accomplish organizational objectives. According to (Cascio, 2021) a leadership position is defined by its attributes, behavior, interactions, effect on others, standing of a single administrative post, persuasiveness, and other people's opinions on the validity of influence. George R. Terry (Bambang, 2016) defines leadership as the art of influencing others to do what they are told in order to achieve organizational goals.. Thus, it can be concluded that the organization's well-known brand is greatly influenced by its leadership.

Torang (2016) Leadership is the technique of persuasion used by a person to manage the members of their group in order to accomplish organizational objectives. According to Wibowo (2019) leadership is essentially the ability of individuals by using their power to influence, motivate, and support efforts that allow others to contribute to the achievement of organizational goals. Leadership is a form of strategy or theory of leadership that is certainly carried out by people we usually refer to as leaders.

Compensation

Dessler (2019) states that compensation consists of the following three (three) elements: 1) Straightforward monetary compensation in the form of a commission, bonus, or intense pay. 2) Indirect payments given out as insurance and perks. 3) Non-monetary benefits include fancy offices and flexible work schedules.

Mangkunegara (2016) (states that compensation often comes in two flavors: 1) Employee rights and the company's duty to pay them include: 1) Direct remuneration, or compensation that is felt immediately by the receiver, such as salary, perks, and incentives: Pay, Perquisites, and Rewards 2) Indirect compensation, such as benefits and services, is payment that employees do not directly experience. *Benefits and services are extra pay that the firm may decide to offer to all of its workers in an effort to better their wellbeing. like family get-togethers, sports, and pensions.*

Work Motivation

A person's motivation, which might come from inside or beyond them, is what pushes them to engage in various activities. The Latin term "motivation," *movere*, refers to a person's urge, desire, cause, or explanation for acting in a certain way. Robbins (2019) makes the case that motivation is a process that explains an individual's intensity, direction, and perseverance in pursuing his goals. Although motivation is typically associated with goal-oriented behavior, the discussion is focused on organizational achievement goals in order to represent our interest in work-related behavior. Robbins (2019), makes the case that motivation is a process that explains an individual's intensity, direction, and perseverance in pursuing his goals. Although motivation is typically associated with goal-oriented behavior, the discussion is focused on organizational achievement goals in order to represent our interest in work-related behavior.

But according to Awan (2021), motivation is a psychological process that gives rise to, directs, and sustains voluntary actions that are focused on achieving certain objectives. Human behavior is caused, channeled, and supported by motivation, which makes people desire to work hard and joyfully to get the best outcomes. This is why motivation is significant..

Hasibuan (2020), asserts that as supervisors assign tasks to their subordinates, motivation becomes more crucial in order to achieve the intended outcomes. Motivating people or workers to work together to obtain best outcomes involves instilling a positive attitude and a spirit of desire and drive to work toward a certain objective.

METHOD

In a study, the population and sample are crucial and have a major influence (Siregar, 2019). The population as a whole is the study subject that accurately depicts the findings. The population, according to Sudjana (2021), is the total number of persons or objects with the same attributes or features that are employed as data sources in a research. Therefore, the study's population consists of all 50 workers of West Sumatra Shipping Polytechnic.

Data Analytical Methodologies

Using data analysis methods. analysis of the path. In order to ascertain the direct or indirect effect of a collection of independent factors (exogenous) on the dependent variable (endogenous), route analysis is utilized to examine the pattern of connections between variables. (Ghozali, 2016). Path analysis approaches, a method that looks at the direct and indirect influence (effects) of hypothesized variables as a consequence of the influence of treatment on these factors, are employed in the following diagram picture used in this study.

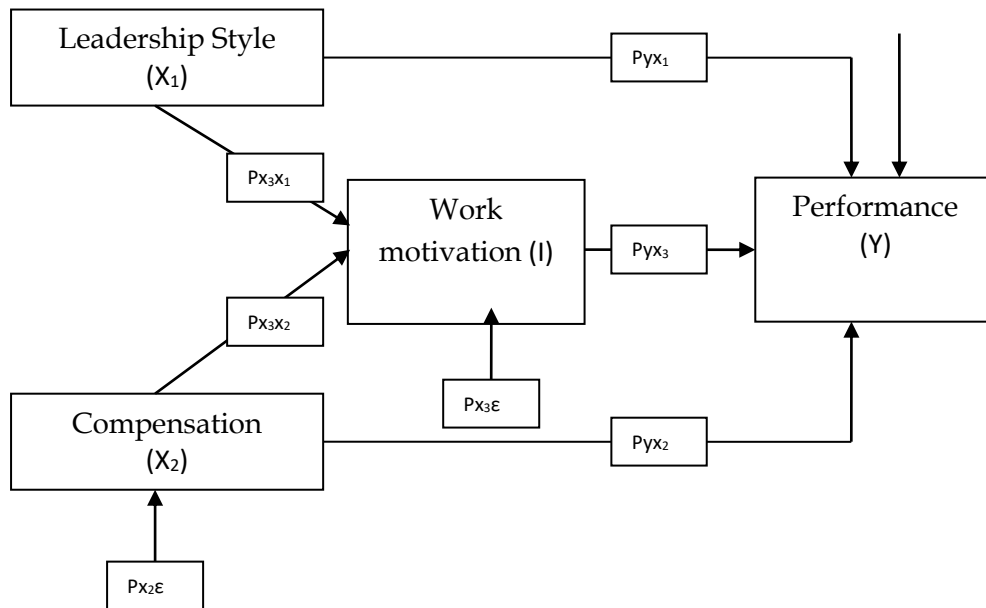


Figure 2
Structure of the Influence of Leadership Style, Compensation and Work motivation on Performance

The route diagram's findings indicate how much each exogenous variable influences the path coefficient, an endogenous variable. Additionally, the aforementioned diagram can be divided into the following two (two) substructures:

Substructure 1

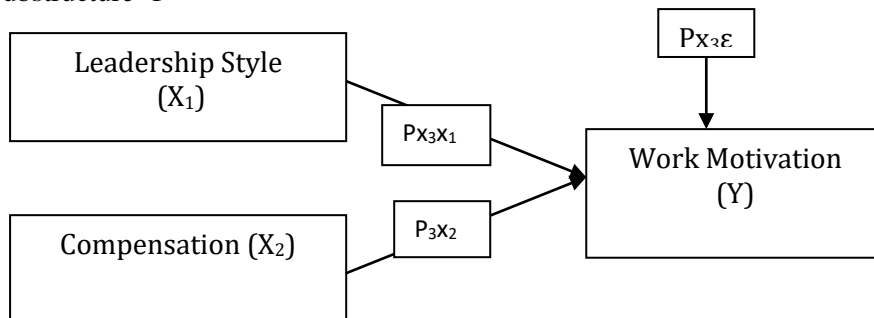


Figure 3
The Impact of Pay and Leadership Style on Employee Motivation at Work

The structural equation can be formulated as follows based on substructure 1:

$$I = \text{PI}_{X_1} X_1 + \text{PI}_{X_2} X_2 + \text{PI}\epsilon$$

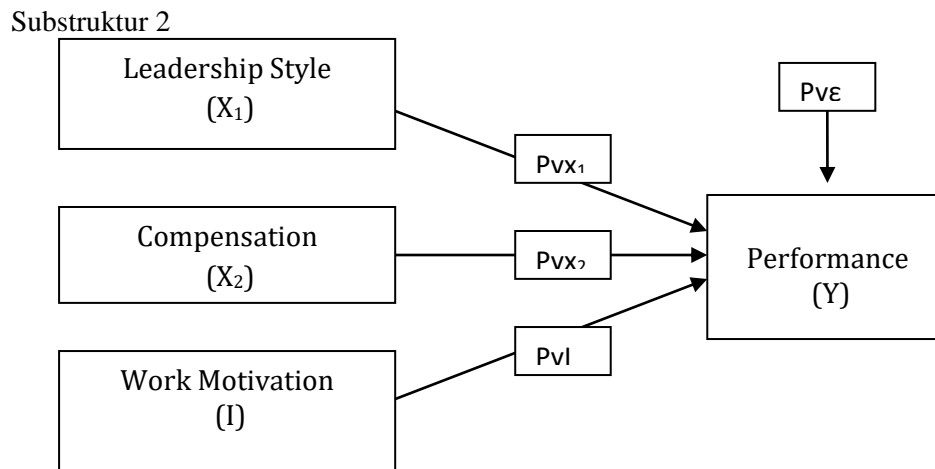


Figure 4
How Employee Performance Is Affected by Compensation, Work Motivation, and Leadership Style

RESULT AND DISCUSSION

Line Model I

In this study, the purpose of multiple linear regression analysis was to ascertain if the independent variable had any impact at all on the dependent variable. IBM SPSS ver. 24.0 was utilized for the statistical computation of the multiple linear regression analysis in this study. The following tables present a summary of the data processing results:

Table 2: Regression Analysis of X₁ and X₂'s Impact on I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.246	13.975		4.025	.000
	X ₁	.487	.095	.141	5.115	.000
	X ₂	.213	.059	.074	3.581	.013
	R ²	0.508				

Dependent variable : Work Motivation

The table above shows that the relationship between Work Motivation and Leadership Style (X₁) and Compensation (X₂) is substantial, with 0.000 < 0.05 for X₁ and 0.013 < 0.000 for X₂ respectively. With an R² (R Square) value of 0.508 (50.8%), the variables X₁ and X₂ contribute 50.8% of the variance to Y, with additional factors not included in this research accounting for the remaining 41.2%. Additionally, the R² (R Square) value, which was determined using e1,

$$e1 = \sqrt{1 - 0,508} = 0,492$$

Table 2 provides the structural equation, which is as follows::

$$I = 0,487.X_1 + 0,213.X_2 + 56,246$$

The following is the Model I Path Diagram that may be produced from the data processing above:

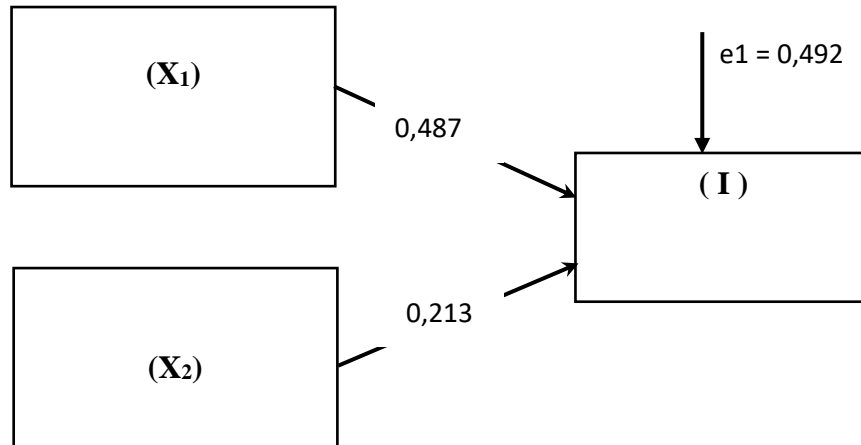


Figure 5
Model I Path Diagram

Line Model II

Future research will continue to use multiple linear regression analysis to obtain the coefficient of model path two. This will allow researchers to ascertain whether independent variables (such as leadership style and compensation) and intervening variables (such as work motivation) have an impact on dependent variables (performance). It is shown in the following table:

Table 3: Regression Analysis of X₁, X₂, and I Effects on Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	26.982	8.240		3.274	.002
	X ₁	.509	.089	.617	5.701	.000
	X ₂	.344	.095	.445	3.614	.001
	I	.236	.089	.273	2.665	.009
	R ²					0.746

a. Dependent Variable: Performance

Table 3 shows that a sig value of less than 0.05 further supports the effect of pay, job motivation, and leadership style on performance. R² indicated that 74.6% of performance was impacted by factors such as leadership style, pay, and job motivation, and that the remaining 25.4% came from factors not included in the study. And using the value of R² (R Square), e₂ was derived using $e_2 = \sqrt{(1 - 0,746)} = 0,254$.

The structural equation is derived using the previously mentioned results, specifically:

$$Y = 0,509.X_1 + 0,344.X_2 + 0,236.I + 26,982$$

The Model II Path Diagram may be obtained as follows from the data processing above:

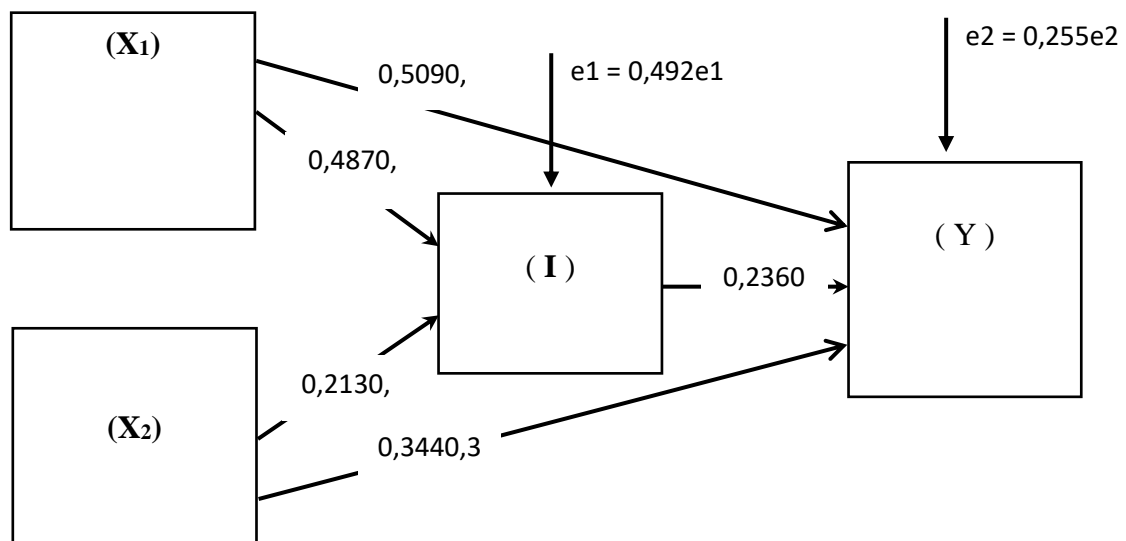


Figure 6
Model II Path Diagram

Hypothetical Results

The author analyzed the findings of the study's hypothesis using two route analysis models, specifically: The impact of work motivation (I) as a function of leadership style (X₁); The leadership style variable (X₁) had a value of 0.000 < 0.05 based on the above variables' analysis. This indicates that work motivation is significantly impacted by a leader's style. Examination of the impact of pay (X₂) on employee motivation at work (I); The compensating variable (X₂) has a value of 0.013 < 0.05 based on the above variables' analysis. This indicates that job motivation is significantly impacted by remuneration. An examination of how work incentive factors (I) affect output (Y). Based on the above-mentioned variable analysis, the work motivation (I) variable has a value of 0.009 < 0.05. This implies that performance is significantly influenced by work motivation.

An examination of how leadership style (X₁) affects output (Y); The leadership style variable (X₁) had a value of 0.000 < 0.05 based on the above variables' analysis. This indicates that performance is significantly impacted by a leader's style. An examination of how the compensating variable (X₂) affects performance (Y) The compensation variable (X₂) has a value of 0.001 < 0.05, according to the analysis of the variable above. This indicates that performance is significantly impacted by remuneration.

Analyzing how work motivation (I) affects performance (Y); Analyzing how leadership style (X₁) affects performance (Y) through work motivation (I). Based on the aforementioned variable analysis, the leadership style variable (X₁) had a 0.509 direct impact on performance (Y). On the other hand, the multiplication of the beta value of X₁ against Y and the value of beta I against Y, which is = 0.487 x 0.236 = 0.115, represents the indirect impact that X₁ through I has on Y. Thus, the overall impact of leadership style (X₁) on output (Y) is equal to 0.509 + 0.115 = 0.624. This calculation's findings indicate that the value of indirect influence is larger than the value of direct influence, with the value of indirect influence coming in at 0.624 and the value of direct influence at 0.509. These findings demonstrate that job motivation (I), which is a secondary effect of leadership style (X₁), has a major impact on performance (Y).

An examination of how job motivation (I) and compensation (X₂) affect performance (Y); Based on the aforementioned variable analysis, the Compensation variable (X₂) has a 0.344 direct impact on performance (Y). The multiplication of the beta value of X₂ against I with the value of beta I against Y, which is = 0.213 x 0.236 = 0.050, represents the indirect impact that X₂ through I has on Y. The overall impact of compensation (X₂) on performance (Y) is therefore equal to 0.344 + 0.050 = 0.394. The value of indirect influence is less than the value of direct influence, as indicated by the computation's results, which provide the values of 0.344 and 0.394 for direct and indirect influence, respectively. These findings demonstrate that work incentive (I) and indirect compensation (X₂) have little effects on performance (Y).

Determination Coefficient (R²)

To determine the size of the coefficient of determination (R²), which is 0.746 = 74.6%, as indicated by Table 3. This indicates that there is a 74.6% relationship between performance and job motivation, pay, and leadership style. The remaining 100% - 74.6% = 25.4% was affected by factors not included in the regression model. Error (e) is a term used to describe how much these other factors impact the outcome.

Test of Direct and Indirect Influence

This study included intervening factors in addition to an independent variable (X) of several variables. The role of intervening factors, also known as mediation variables, is to moderate the link between the independent and dependent variables. Using route path analysis, the impact of intervening factors is examined. Path analysis evaluates causal links between variables that have already been established based on theory. It is an extension of regression analysis. Ghozali (2021)

Using the following figure, we will do a path analysis to investigate the link between the length of a leadership style and performance remuneration, as well as whether work motivation acts as a mediating factor in this relationship.

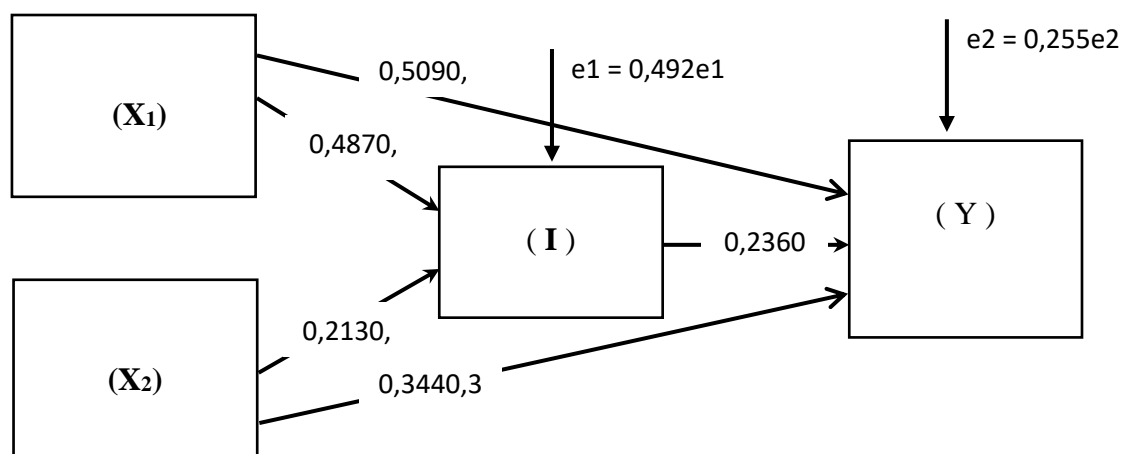


Figure 7
Path Analysis Model

Path analysis, which is based on figure 7, suggests a link between leadership style and pay and performance. Specifically, the association between leadership style and comparison to work motivation and performance is indirect.

CONCLUSION

The findings demonstrated that Work Motivation was directly and strongly impacted by Leadership Style and Competence. Performance is directly impacted by Leadership Style, Work Competence, and Motivation. Additionally, performance is significantly impacted by the leadership style indirectly via work motivation, but West Sumatra Shipping Polytechnic's performance is mostly unaffected by remuneration indirectly through work motivation.

For this reason, the author makes the following recommendations in light of the study's results and conclusions: It is advised that agencies take note of the West Sumatra Shipping Polytechnic's leadership style in order to perhaps boost staff motivation in the future, which will lead to improved performance. The author recommends that in order to motivate employees at the West Sumatra Shipping Polytechnic to fulfill their responsibilities as public servants, agencies there should raise salaries. As a result, worker performance can be raised.

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