The Influence Of Motivation And Remuneration On Employee Performance With Leadership Style As A Moderating Variable

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ABSTRACT

Factors that can affect employee performance, namely motivation and remuneration. One of the other important elements is leadership. This study aims to analyze the influence of motivation and remuneration on employee performance with leadership style as a moderating variable. This research is quantitative research. The population in this study was all employees in the ranks of the Technical Implementation Unit in Nusakambangan who came from 9 work units. Determination of respondents using purposive sampling method. The sample in this study is part of the total employee population in the ranks of the Technical Implementation Unit in Nusakambangan taken from each work unit. Research data were obtained through questionnaires. The data analysis technique used is a qualitative technique, namely an interactive analysis technique using the PLS (Partial Least Square) analysis tool. Based on the analysis and discussion, the following conclusions can be drawn: (1) Motivation has a positive effect on employee performance; (2) Remuneration has a positive effect on employee performance; (3) Leadership style does not moderate the influence of motivation on employee performance; (4) Leadership style does not moderate the effect of Remuneration on employee performance.

INTRODUCTION

Nusakambangan is an area that is administratively included in the Tambakreja Village area, South Cilacap District, Cilacap Regency, Central Java Province. Nusakambangan's geographical condition requires its employees to cross by boat when heading to work in Nusakambangan as well as damaged roads and across wilderness where there is still a lot of wildlife. The Technical Implementation Unit in Nusakambangan is a government agency that has the task of assisting the Government in carrying out some of the Government's duties in the Field of Law and Human Rights. With such a strategic task, of course, it needs to be supported by reliable Human Resources. But in reality, the quality of human resources is still not fully good so that the performance of employees is not good.

In addition, there are other factors that can affect employee performance, one of which is motivation. Motivation can spur employees to work hard so that they can achieve their goals. Low motivation can make a high-quality person have poor performance and vice versa. If the employee's motivation is low, then the work results or performance are also low (Hasibuan, 2007). As can be seen from the number of employees who are absent from work or leave work during working hours, around 4% of the total

employees in Nusakambangan.

Providing motivation can have a positive effect on the implementation of employee work in achieving organizational work targets. However, the reality on the ground shows indications of the lack of motivation possessed by employees in carrying out their duties and functions. For example, with the number of employees who are still undisciplined and not enthusiastic at work, the results of work in this agency become ineffective and efficient. In addition, the lack of punctuality used by employees in completing their duties will affect the resulting performance. Therefore, to improve the performance of employees in the Technical Implementation Unit Environment in Nusakambangan, it is necessary to provide encouragement or motivation that can attract or motivate them to be able to work better.

Ministry of Law and Human Rights of the Republic of Indonesia in accordance with Presidential Regulation Number 40 of 2011 concerning Performance Allowances for Employees within the Ministry of Law and Human Rights. This performance allowance was first granted in January 2011. Remuneration is the realignment of the payroll system that is associated with the performance appraisal system. Remuneration is part of the compensation provided by the agency to its employees. Through compensation employees can improve work performance, motivation, performance as well as improve their life needs. The provision of remuneration given to employees is based on grading or position positions and the resulting performance. Performance itself cannot be achieved optimally if remuneration is given disproportionately. It is hoped that with remuneration, the performance of all employees can be improved so that services in the field of Law and Human Rights to the community can run effectively and efficiently. Abdul Hameed, et al., (2014) conducted research using regression analysis that used salary, incentives, and indirect compensation as independent variables, and employee performance as dependent variables. His research shows that compensation is very important that can motivate them to be able to improve performance.

One of the other important elements that can affect employee performance is leadership. Leadership is an activity in influencing people so that they want to work together in achieving the goals we want. The concept of leadership is not solely in the form of instructions, but rather a motivation or trigger that can inspire subordinates, so that their inspiration and creativity develop optimally to improve their performance which can affect the work motivation of employees.

Transformational leadership style is leadership that is based on the principle of follower development. With transformational leadership the followers feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than expected of them. The leadership style in this study uses a transformational leadership style where in the Technical Implementation Unit in Nusakambangan, human resource development is always carried out through trainings both held by the agencies themselves and by other agencies so that employees have their respective duties so that superiors only provide direction to their employees in each of their jobs.

LITERATURE REVIEW

Each individual behaves because of certain impulses to make ends meet. These encouragements can be in the form of remuneration, or leadership style, which encourages a person to work better so as to improve performance. With the provision of remuneration by the Government, it is hoped that it will encourage employees to work better because the amount of remuneration is determined by their performance. A good boss's leadership style will provide inspiration, enthusiasm and encouragement to his employees to work better. The theory of thrust proposed by Hull is also called *the theory of drive reduction*. This theory is dotted with the view that the organism has a certain impulse or *drive* . These impulses have to do with the needs of the organism that drive the organism to behave.

Performance

Performance is a function of motivation and the ability to complete a task or job a person must have a certain degree of willingness and level of willingness, one's willingness and skill are not effective enough to do something without a clear understanding of what to do and how to do it.

Motivation

Robbins (2006) posits that motivation is the desire to perform as a willingness to expend a high level of effort to the goals of the organization, which is conditioned by the ability of that effort to meet an individual need. Motivation is a drive, desire and level of willingness of a person to expend efforts in order to achieve the best achievements. The high and low motivation of a person's achievements can be seen from his sense of responsibility, consideration of risks, feedback, innovative creative, time to complete tasks and the desire to be the best.

There is a positive relationship between the motivation to excel and work achievement. Motivation to achieve is an encouragement in a person to do an activity or task as well as possible in order to be able to achieve work achievements (performance) with commendable predicates. Many studies have proven that after being motivated, the performance of employees becomes better. McClelland in Mangkunegara (2011) said there are six aspects contained in the motivation to achieve that are considered indicators, namely: responsibility, considering risks, feedback, innovative creative, task completion time, and best wishes.

Remuneration or Performance Allowance

Remuneration is part of the compensation provided by the agency to its employees. Compensation is everything that employees receive in return for their work (Handoko, 2013). So through this compensation, employees can improve work performance, motivation, performance and improve their life needs. Government remuneration is an integral part of the Bureaucratic Reform Policy. This is motivated by the government's awareness and commitment to realizing clean and good governance.

The legal umbrella for providing remuneration at the Ministry of Law and Human Rights of the Republic of Indonesia is Presidential Regulation No. 40 of 2011 concerning Performance Allowances for Employees within the Ministry of Law and Human Rights. The regulation also includes the nominal performance allowance based on the class of 20 positions (Job Class) each. Regarding the implementation of remuneration provision, it has been stated in the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia No. M.HH-18 KU.01.01 of 2011 concerning the Implementation of Performance Allowances for Employees within the Ministry of Law and Human Rights of the Republic of Indonesia. What needs to be considered in providing remuneration at the Ministry of Law and Human Rights of the Republic of Indonesia is stated in chapter 2 regarding the determining component of the amount of performance allowance listed in the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia No. M.HH-18 KU.01.01 of 2011. The provision of this allowance is an appreciation for the implementation of bureaucratic reforms and a form of effort to improve employee performance within the ministry.

Leadership Style

A person's leadership style is identical to the type of leadership of the person in question. Leadership style is a behavior that a person uses when that person tries to influence others as he sees it. Transformational leadership style is leadership that is based on the principle of follower development. Leadership is said to be the process of directing and influencing activities that have to do with the work of group members. With transformational leadership the followers feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than expected of them.

The leadership style in this study uses a transformational leadership style formed from four dimensions, Aprilita (2012) which is used as an indicator, namely:

1.   Ideal influence: leadership style affects the work motivation of subordinates with indicators of increasing self-confidence and implementation of the vision.

2.   Inspiration: leadership style provides role models for subordinates to achieve achievements with indicators of creativity and comfortable working with superiors.

3.   Intellectual development: leadership style provides stimulation to subordinates to constantly improve self-abilities with indicators of increasing self-potential and motivating subordinates.

4.   Personal attention: the leadership style is able to provide a conducive environment with indicators of personal attention and encourage subordinates.

METHOD

This research is a quantitative study, the researcher seeks to test the theory used by detailing the hypothesis. The research data was obtained through a questionnaire sent directly to respondents, namely part of the total employee population in the Ranks of Technical Implementation Units in Nusakambanganwhich was taken from each work unit. The questionnaire distribution period is September - October 2021. The data analysis technique used in this study is a qualitative technique, namely an interactive analysis technique. The author uses the PLS (Partial Least Square) analysis tool so that response variables and explanatory variables can be handled at once. The population in this study was all employees in the ranks of the Technical Implementation Unit in Nusakambangan who came from 9 work units (8 Correctional Institutions and 1 Correctional Center). The total population is 459 People.

The determination of respondents in this study was carried out using the purposive sampling method. The sample in this study is part of the total employee population in the ranks of the Technical Implementation Unit in Nusakambanganwhich was taken from each work unit. The minimum sample size in SEM analysis, if in the analyzed model there are 5 (five) constructs or less, each of which is measured at least by 3 (three) indicators, a minimum sample size of between 100 – 300 observations is required. The minimum sample size that can be 34 is accepted based on the research design used, that is, the descriptive method, at least 10% of the population.

RESULTS AND DISCUSSION

The data presented in Table 1. showing that there were a total of 93 respondents processed data, respondents were dominated by men with a percentage of 88% with a fairly productive age category, which is around under 50 years old. Most of the 56% of respondents have worked for more than 5 years

Table 1. Respondent Description

No	Kriteria	Jumlah	Prosandntase (%)
1.	Gender		
	a. Man	82	88
	b. Woman	11	12
2.	Age		
	a. Less than 50 years old	87	93
	b. More than 50 years old	6	7
3.	Length of service		
	a. Less than 5 years	42	45
	b. More than 5 years	51	56
	Total Responsive	**93**	**100%**

Source: Primary Data Processed, 2021

Descriptive statistics are intended to analyze data based on data obtained from respondents' answers to each of the variable measuring indicators (Ghozali, 2006). Descriptive statistics are obtained from the calculation of data tabulation values.

Table 2. Descriptive Statistics

Variable	N	Min.	Max.	Mean	Standart Deviason
Employee Performance (Y)	93	1	5	3,4	6,1
Motivation (X1)	93	1	5	3,8	6,8
Renumeration (X2)	93	1	5	3,4	5,0

| Leadership Style (Z) | 93 | 1 | 5 | 3,8 | 4,7 |

Source: primary data processed, 2021.

Based on the Sturges formula for determining the interval of the score category by measuring the respondent's response through the average value can be obtained by calculating the highest value minus the lowest value divided by the number of desired intervals (Sugiyono, 2015). So that the score intervals presented in Table 3 can be arranged.

Table 3. Respondent Response Average Score Category Interval

Score	Interval Class	Criterion
1	1,00 – 1,80	Very low/Not optimal/Ineffective
2	1,81 – 2,60	Low/Suboptimal/Less effective
3	2,61 – 3,40	Sufficient/Moderately optimal/Effective Enough
4	3,41 – 4,20	High/Optimal/Effective
5	4,21 – 5,00	Very high/Very optimal/Very effective

Source: primary data processed, 2021.

Based on Table 2. and 3. shows that all variables have an average (mean) respondent responses at intervals of 3.41 – 4.20 so that it can be interpreted that respondents' responses in this study are categorized as effective. Meanwhile, when viewed from the standard deviation, the highest level of deviation is the motivation variable of 6.81 so it can be interpreted that the highest the greater the diversity of the sample of the variable.

Assessing the Outer Model or Measurement Model round first

In the first round of testing of the outer model, there were some invalid indicators so the research did not proceed to the next stage. After removing some invalid indicators from the first round of outer model testing, the following are the results of the second round of outer model testing.
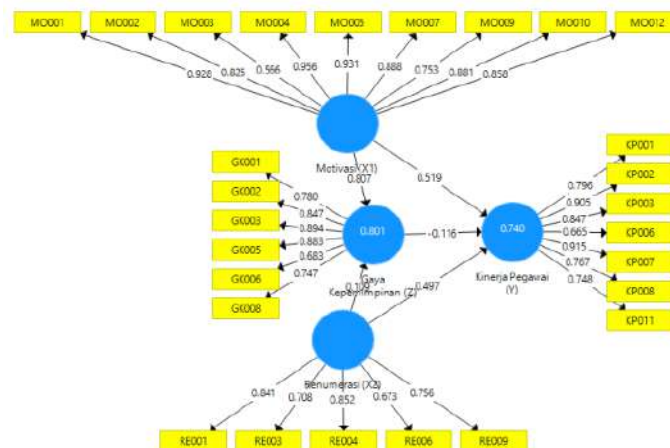

Figure 1. Outer Model second round

a. Convergent Validity second round

Table 4. Second round of Outer Loading value

Variabel	Indicator	Early Mode	Information
Motivation (X1)	MO001	0,928	Valid

	MO002	0,825	Valid
	MO003	0,566	Valid
	MO004	0,956	Valid
	MO005	0,931	Valid
	MO007	0,888	Valid
	MO009	0,753	Valid
	MO010	0,881	Valid
	MO012	0,858	Valid
	RE001	0,841	Valid
	RE003	0,708	Valid
Renumeration (X2)	RE004	0,852	Valid
	RE006	0,673	Valid
	RE009	0,756	Valid
	GK001	0,780	Valid
	GK002	0,847	Valid
Leadership Style (Z)	GK003	0,894	Valid
	GK005	0,883	Valid
	GK006	0,683	Valid
	GK008	0,747	Valid
	KP001	0,796	Valid
	KP002	0,905	Valid
Employee	KP003	0,847	Valid
Performance (Y)	KP006	0,665	Valid
	KP007	0,915	Valid
	KP008	0,767	Valid
	KP011	0,748	Valid

Source: primary data processed, 2021.

Based on the data presented in Table 4. Above, all reflective indicators have an outer loading value of >0.5 so that the indicators are declared valid or worthy of research use and can be used for further analysis.

b. Discriminant Validity Second Round

Table 5. Second round Cross Loading values

	Motivation (X1)	Renumeration (X2)	Leadership Style (Z)	Employee Performance (Y)	Information
MO001	0,805	0,813	0,928	0,808	Valid
MO002	0,793	0,674	0,825	0,604	Valid
MO003	0,540	0,413	0,566	0,374	Valid
MO004	0,836	0,776	0,956	0,741	Valid
MO005	0,799	0,716	0,931	0,701	Valid
MO007	0,850	0,715	0,888	0,753	Valid
MO009	0,637	0,572	0,753	0,579	Valid
MO010	0,773	0,732	0,881	0,660	Valid
MO012	0,744	0,654	0,858	0,668	Valid
RE001	0,551	0,694	0,579	0,841	Valid
RE003	0,496	0,563	0,455	0,708	Valid
RE004	0,505	0,636	0,578	0,852	Valid
RE006	0,468	0,562	0,482	0,673	Valid
RE009	0,764	0,660	0,833	0,756	Valid
GK001	0,780	0,527	0,645	0,541	Valid
GK002	0,847	0,642	0,785	0,626	Valid

GK003	0,894	0,646	0,827	0,655	Valid
GK005	0,883	0,586	0,773	0,639	Valid
GK006	0,683	0,496	0,601	0,530	Valid
GK008	0,747	0,554	0,672	0,588	Valid
KP001	0,767	0,796	0,858	0,707	Valid
KP002	0,632	0,905	0,709	0,766	Valid
KP003	0,551	0,847	0,600	0,652	Valid
KP006	0,437	0,665	0,468	0,511	Valid
KP007	0,639	0,915	0,747	0,774	Valid
KP008	0,496	0,767	0,556	0,552	Valid
KP011	0,449	0,748	0,515	0,605	Valid

Source: primary data processed, 2021.

Based on the data presented in Table 5. Above it can be known that each indicator does not have a smaller value than other indicators against the variables it forms or the indicator is declared valid. In addition to observing the cross loading value, discriminant validity can also be known through the Average Variant Extracted (AVE) value for each variable required that the value must be > 0.5 for a good model (Ghozali, 2014).

Table 6. Average Variant Extracted (AVE) second round

Variabel	AV	Information
Motivation (X1)	0,655	Valid
Renumeration (X2)	0,657	Valid
Leadership Style (Z)	0,723	Valid
Employee Performance (Y)	0,591	Valid

Source: primary data processed, 2021.

Based on the data presented in Table 6. above, it was known that the AVE values of all variables with reflective indicators > 0.5. Thus it can be stated that each variable has good validity.

c.Composite Reliability

Table 7. Composite Reliability

Variabel	**Composite Reliability**	Information
Motivation (X1)	0,655	Valid
Renumeration (X2)	0,657	Valid
Leadership Style (Z)	0,723	Valid
Employee Performance (Y)	0,591	Valid

Source: primary data processed, 2021

Based on table 7 data feed. Above, it can be seen that the composite reliability value of all research variables > 0.7. These results show that each variable with reflective indicators has met composite reliability so that it can be concluded that all variables are declared reliable.

Structural Model Testing (Inner Model)

a.Test Path Coefficient

Table 8. Path Coefficient Value

	Employee Performance (Y)	Leadership Style (Z)
Motivation (X1)	0,519	0,807
Renumeration (X2)	0,497	0,109

Leadership Style (Z)	-0,116	-

Source: primary data processed, 2021

Based on Table 8., it can be seen that the value of motivation on employee performance, namely 0.519, means the influence of motivation on employee performance by 51% while on the moderate variable, namely the leadership style variable of 0.807 or 81%. Then in the renumeration path on employee performance, which is 0.497, it means the effect of work discipline on public satisfaction, which is 50% while on the moderate variable of 11%. As well as on the leadership style path to employee performance of -0.116.

Table 9. F Square

	Employee Performance (Y)	Leadership Style (Z)
Motivation (X1)	0,177	1,280
Renumeration (X2)	0,363	0,023
Leadership Style (Z)	0,010	-

Source: primary data processed, 2021.

Based on Table 9, the f2 value of each variable against the dependent variable includes, motivation of 0.17 means > 0.15, meaning that the influence of motivation on employee performance is categorized as medium. The Renumeration variable of 0.36 means > 0.35 means that the effect of renumeration on employee performance is categorized as large, then the leadership style variable of 0.010 < 0.02 means very weak

b.   Model Goodness Test (Goodness of fit)

Table 10. R Square

	R Square
Leadership Style (Z)	0,801
Employee Performance (Y)	0,740

Source: primary data processed, 2021

Based on table 10, it can be seen that the R-Square values of leadership style and Employee Performance, namely 0.801 and 0.740, are worth > 0.67 so it can be concluded that the influence of exogenous variables in structural models on endogenous variables is included in the good category..

Table 11. Q Square

	Q^2
Leadership Style (Z)	0,512
Employee Performance (Y)	0,531
Motivation (X1)	0,645
Renumeration (X2)	0,362

Source: primary data processed, 2021

Based on the data in table 11, the Q2 values were performed using blindfolding tests on PLS each variable was 0.512 , 0.531 , 0.645 and 0.362. This means that the Q2 value of all variables > 0, it can be interpreted that the observed values have been well reconstructed so that the model has good predictive relevance. Thus, based on the results of the R2 and Q2 tests, it can be concluded that this research model can be stated to have a good goodness of fit.

Hypothesis Test

Hypothesis test in this study was carried out by looking at the results of T-statistics and p-values obtained through bootstrapping tests. The research hypothesis is stated to be accepted if the p-values value <0.05 and is declared significant when the t-test > 1.96 (Ghozali, 2014). The following are the results of the hypothesis test obtained as follows:

Table 12. T-Statistics and P-Value

Hypothesis	Influence	B	P Values	Hasil
H1	Motivation (X1) -> Employee Performance (Y)	0,519	0,016	Diterima
H2	Renumeration (X2) -> Employee Performance (Y)	0,497	0,043	Diterima
H3	Motivation (X1) -> Leadership Style (Z) -> Employee Performance (Y)	-0,094	0,407	Ditolak
H4	Leadership Style (Z) -> Employee Performance (Y)	-0,013	0,529	Ditolak

Source: primary data processed, 2021

DISCUSSION

The Effect of Motivation on Employee Performance

Based on the results of the first hypothesis test (H1), it can be seen that the p–value of 0.000 or < 0.05 thus H1 in this study is accepted. This can be interpreted as motivation is influential in improving the quality and productivity of employee performance. This is in line with the theory put forward by McCellan (2010) that motivation is a motivation, desire and level of willingness of a person to expend efforts in order to achieve the best achievements. The high low motivation of a person's achievements can be seen from his sense of responsibility, consideration of risks, feedback, innovative creative, time to complete tasks and the desire to be the best.

The Effect of Renumeation on Employee Performance

Based on the results of the second hypothesis test (H2), it can be seen that the p–value of 0.000 or < 0.05 thus H2 in this study was accepted. This can be interpreted to mean that renumeation has an important role in increasing the productivity and enthusiasm of employees at work. Other studies that also support these results are Palagia et al (2012) which uses remuneration, motivation, and job satisfaction as independent variables, while employee performance as its dependent variables.

Remuneration can provide additional income to each employee, so that employees are more concentrated in working. The remuneration system for each employee is part of the bureaucratic reforms implemented by the government. Civil servants who have only obtained remuneration in the form of pay for person and pay for position, then the Ministry of Finance has started bureaucratic reforms, one of which is changing the remuneration system from personal and position considerations to remuneration based on grading, bureaucratic reforms are necessary and will be carried out gradually for all levels of civil servants, which is started by the Ministry of Finance,   By changing the remuneration system in which the acceptance of employees other than salaries based on class, is also given additional income as a counter-achievement of current performance.

Influence Leadership style moderates the relationship between employee motivation and performance.

Based on the results of the third hypothesis test (H3), it can be seen that the p–value of 0.437 or > 0.05 thus H3 in this study is rejected. This can be interpreted to mean that leadership style has no effect on the

relationship between motivation and employee performance. These results are not in line with the study Riyadi (2011) that leadership style has a significant influence on motivation and performance.

Influence Leadership style moderates the relationship between motivation and employee performance
Based on the results of the fourth hypothesis test (H4), it can be seen that the p–value of 0.587 or > 0.05 thus H3 in this study is rejected. This can be interpreted to mean that leadership style has no effect on the relationship between renumeration and employee performance. This result is contrary to the opinion Tead (1995) that leadership styles both based on organizational culture and the personality of the leader will influence the incentive contracts offered to his subordinates so that it will improve the performance of the employee.

CONCLUSION
This study aims to analyze the influence of motivation and remuneration on employee performance with leadership style as a moderating variable. This study used Partial Least Square (PLS) analysis with the SmartPLS 3.0 application. Based on the previous analysis and discussion, the following conclusions can be drawn: (1) Motivation has a positive effect on employee performance; (2) Remuneration has a positive effect on employee performance; (3) Leadership style does not moderate the influence of motivation on employee performance; (4) Leadership style does not moderate the effect of renumeration on employee performance. Based on the limitations in this study, it is expected to increase the number of samples with a minimum of 100 samples

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