



The Impact of Three Dominant Factors on Employee Performance at PT. Arteria Daya Mulia: A Quantitative Approach

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Abstract. The purpose of this study is to determine the influence of three main factors including leadership, compensation, and career development on employee performance at PT. Arteria Daya Mulia (ARIDA) Cirebon. All employees of PT. ARIDA became the population in this study. The sampling technique used is proportional stratified random sampling. This sampling technique is used if the population has heterogeneous and non-stratified elements. The sample taken in this study amounted to 87 respondents. The instrument used was in the form of a questionnaire while the data analysis carried out was multiple linear regression. According to the findings, leadership, salary, and career development, all have a favorable and significant impact on employee performance.

Keywords: Leadership, Compensation, Career Development, Employee Performance

INTRODUCTION

Human resources (HR) are an important element in achieving organizational goals. Without human resources in an organization, of course, the organization will not be able to achieve goals according to what is planned. HR needs to be managed well so that the organization can achieve goals by utilizing other resources more efficiently (Hasyim 2020). Organizations that have employees with good performance will be able to achieve goals and objectives appropriately. The performance of the organization is determined by the performance of employees. Employee performance is the result that has been achieved by members of the organization, this reflects success in carrying out the tasks given by the organization (Fadli 2021).

This research observes objects in the form of PT. ARIDA Cirebon is a manufacturing company that produces fishing nets, yarn, and mines. This company has many employees so it is necessary to increase optimal work and utilize the potential of existing human resources to achieve high employee performance.

Table 1. Performance Appraisal of Production Department Employees PT. ARIDA Cirebon in 2021

Penilaian Kinerja Karyawan Bagian Produksi (Jaring dan Benang)					
Bulan	Keterangan				Jumlah Karyawan
	Baik	Cukup	Sedang	Kurang	
Januari	318		3	4	325
Februari	321			4	
Maret	319	2	1	3	
April	309	3	8	5	
Mei	316	5	2	2	
Juni	322	3			
Juli	313	9	2	1	
Agustus	306	14	4	1	
September	312	13			
Oktober	309	11	4	1	
November	293	10	1	21	
Desember	309	6	5	5	
		76	30	47	

Source: PT. ARIDA Cirebon

Table 2. Employee Performance Appraisal Quality Control Section PT. ARIDA Cirebon in 2021

Penilaian Kinerja Karyawan Bagian QC (Mono dan Multi)					
Bulan	Keterangan				Jumlah Karyawan
	Baik	Cukup	Sedang	Kurang	
Januari	129	1			130
Februari	128	1		1	
Maret	130				
April	129	1			
Mei	130				
Juni	127	3			
Juli	128	1		1	
Agustus	126	3	1		
September	122	7		1	
Oktober	123	5	2		
November	119	9	2		
Desember	119	8	3		
		39	8	3	

Source: PT. ARIDA Cirebon

According to Table 1, the total production section of its entire staff is 325 persons. In reviewing the performance of PT. ARIDA Cirebon personnel in the production department for the 2021 period, 76 individuals obtained an "adequate" rating, 30 people received a "moderate" rating, and 47 people received a "less" rating. Only about 53% of employees have good performance appraisal results. The remaining 47% received sufficient, moderate, and less performance appraisal results. While in the Quality control section, the total number of employees is 130 people. From the table of performance appraisal results in 2021, it is known that only in March and May the number of "good" employee performance achievements as a whole was 130 people.

There are still 39 people who got an "enough" rating, 8 people got a "medium" rating, and 3 people got a "less" rating. Only about 62% of employees have good performance appraisals. The remaining 38% received sufficient, moderate, and less performance appraisal results. The team leader of each section conducts employee performance appraisals, but performance appraisals at PT. ARIDA Cirebon shows results that are still not optimal. This is indicated by the large number of employees who have not achieved good performance appraisal results. In conducting employee performance appraisals, objective appraisal parameters are needed as measures and appraisal standards.

Therefore, PT. ARIDA Cirebon implements the implementation of employee performance appraisals based on the obedience, order, and voluntariness of employees to applicable regulations to achieve company goals. Leaders have a very big role in whether or not the performance of employees in a company is good. Being a leader is not easy, many criteria must be possessed by a leader to be able to manage his subordinates well. Leaders who can mobilize and empower employees will affect employee performance. Some employees at PT. ARIDA Cirebon considers that there are still company leaders who have not led well.

According to them, this is due to the lack of a leader's role in influencing and moving his subordinates so that employees feel less attention from a leader. PT. ARIDA Cirebon provides compensation in the form of direct compensation such as salaries, holiday allowances, and incentives. Meanwhile, indirect compensation is given in the form of uniforms, shuttle vehicles, meals, prayer room facilities, sports facilities, BPJS health, recreation, and also assistance with marriage, childbirth, circumcision, and death. However, for the past two years, the company has no longer provided compensation in the form of

assistance due to the Covid-19 pandemic. The company also applies a 5% pay cut system to employees who are late and do not come to work without providing any information.

PT. ARIDA Cirebon carries out employee career development programs using promotion. Promotion is influenced by the level of education and the results of employee performance appraisals.

Table 3. Promotion of PT. ARIDA Cirebon Year 2019-2022

Year	Number of Employees	Employees who Get promoted
2019	636 Person	4 Person
2020	635 Person	2 Person
2021	635 Person	3 Person

Source: PT. ARIDA Cirebon

From Table 2 it can be seen that in 2019 4 contract employees received promotions to permanent employees, while in 2020 there were only 2 contract employees who received promotions to permanent employees, in 2021 there were 2 contract employees who received promotions to permanent employees, and one employee in the production department received a promotion to manager. These promoted employees are usually proposed by the leaders of each section. Promotion at PT. ARIDA Cirebon is carried out only if there is a vacant position. Based on the development of this research, it can be seen that there are still research problems regarding the influence of leadership, compensation, and career development on employee performance.

LITERATURE

A person's ability to influence others to be willing and able to do a job is called leadership. Leaders in carrying out their duties and functions act as figures who can move their employees by coaching, training, influencing, motivating, evaluating, and solving existing problems. According to Busro (2020), leadership is a series of activities related to position, style, or behavior. Leadership is a process of interaction between leaders and subordinates in certain situations. Edison (2020) states that leadership is an action to influence a person or subordinate to want to work to achieve certain goals. Another definition put forward by Sutrisno (2016) leadership is a process of one's activities to move others by guiding, and influencing them to do something expected.

Leadership is also explained in research by Hajlita Dewi et al., (2021) that leadership shows a person's ability to direct, influence, encourage and control others to want to carry

out an activity with their consciousness voluntarily to achieve certain goals. Another definition of leadership is explained by Waskito and Kartini (2021) that leadership is the process of influencing a person or group to achieve organizational goals. The same thing is also explained by Arianto (2018) that leadership is a series of activities and the ability to influence the behavior of others in a certain situation so that the person is willing to work together in achieving the goals that have been set.

According to Mangkunegara (2021), compensation should be seen as something comparable. According to Hasibuan (2020), compensation is defined as "any revenue in the form of money, direct or indirect commodities obtained by employees in exchange for services performed to the firm." According to Sinambela (2016), compensation is the sum of all rewards given by the Company to employees as a kind of incentive for performance offered to the company. Compensation is explained by Sulaeman et al. (2021) as something received by employees in return for the work they do. Azhar, Nurdin, and Siswadi's (2020) opinion about compensation is a reward obtained by employees based on their achievements, as well as their responsibilities.

If leadership, compensation, and career development increase together, it is predicted that employee performance will also increase, and vice versa if leadership, compensation, and career development fall together, it can be predicted that employee performance will also decrease. Leadership, compensation, and career development are very important in determining the success of employee performance and ultimately organizational goals can be achieved as expected. Leadership supported by compensation fulfillment and career development will be able to produce better employee performance.

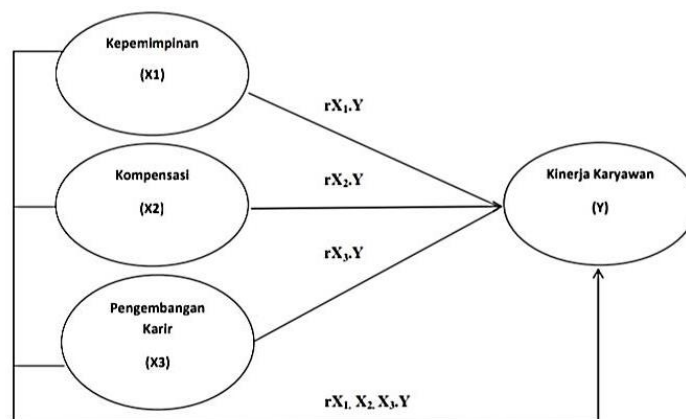


Figure 1. Frame of Mind

METHOD

This study used associative quantitative research methods. This method is intended to determine the influence of leadership, compensation, and career development variables on employee performance as evidenced by statistical evidence. The dependent variable in this study is employee performance, while the independent variables are leadership, compensation, and career development. This study used primary data obtained directly from respondents. Data collection using questionnaires for primary data and literature studies for secondary data as support for primary data.

The population of this study is all permanent employees of PT. ARIDA Cirebon numbered 635 people. The sample calculation uses the Slovin formula with a standard error of 10% or (0.1), while the number of samples obtained from the calculation is 86.74 rounded up to 87 respondents. Sampling uses a proportional stratified random sampling technique, where the technique is carried out if the population has heterogeneous elements and is not stratified proportionally. The instrument used is a questionnaire with a measuring scale in the form of a Likert scale. The data analysis used in the study was multiple regression analysis.

DISCUSSION

Based on the results of the data analysis, general information from respondents can be seen in Table 4.

Table 4. Characteristics of Respondents

Category	Description	Sum	Percent
Gender	Man	46 Person	53%
	Woman	41 Person	47%
Age	<25 years	8 Person	9%
	26-35 years	32 Person	37%
	36-45 years	36 Person	41%
	>45 years	11 Person	13%
Education	SMA	83 Person	96%
	S1	4 Person	4%
Period of Work	<10 years	8 Person	9,3%
	11-15 years	39 Person	45%
	16-20 years	29 Person	33%
	21-25 years	7 Person	8,1%
	26-30 years	4 Person	4,6%

Source: Research Data

Based on table 4 shows that respondents are permanent employees of PT. ARIDA Cirebon, which is male, was 46 respondents or 53% of all respondents, while female respondents were 41 respondents or 47% of all respondents. The number of permanent employees included in the age group of 25 years was 8 respondents or 9%, the age group of 26-35 years was 32 respondents or 37%, the age group of 36-45 years was 36 respondents or 41%, and the age group over 45 years was 11 respondents or 13% of the total number of respondents. Respondents with the last high school education were 83 respondents or 96% of the total number of respondents and the last S1 education was 4 respondents or 4% of the total number of respondents.

Respondents with a working period of fewer than 10 years as many as 8 respondents or 9.3% of the total number of respondents, a working period of 11-15 years as many as 39 respondents or 45% of the total number of respondents, a working period of 16-20 years as many as 29 respondents or 33% of the total number of respondents, a working period of 21-25 years as many as 7 respondents or 8.1%, and a working period of 26-30 years as many as 4 people (4.6%).

Table 5. Instrument Validity Test Results

Leadership		Compensation		Career Development		Employee Performance	
No.	R count	No.	R count	No.	R count	No.	R count
1	0.655	1	0.684	1	0.548	1	0.562
2	0.676	2	0.742	2	0.657	2	0.589
3	0.770	3	0.666	3	0.574	3	0.478
4	0.755	4	0.636	4	0.609	4	0.701
5	0.750	5	0.704	5	0.545	5	0.635
6	0.625			6	0.607	6	0.514
7	0.551			7	0.689		
8	0.597			8	0.735		
9	0.683						
10	0.747						
11	0.678						

Source: Research Data

The results of the validity test analysis in Table 5 can be seen that the instruments in leadership variables, compensation variables, career development variables, and employee performance variables are valid with a calculated r value greater than the table r, all r count values greater than 0.2108. To determine the degree of consistency of the research instrument, the researcher conducted an instrument reliability test whose results are contained in Table 6.

Table 6. Statistical Reliability

Name of Variable	Cronbach's Alpha	N of Items
Leadership	0,865	11
Compensation	0,919	5
Career Development	0,866	8
Employee Performance	0,814	6

Source: Research Data

The results of the reliability test analysis in Table 6, show that the value of Cronbach's Alpha leadership variable is 0.865, the value of Cronbach's Alpha compensation variable is 0.919, the value of Cronbach's Alpha career development variable is 0.866, the value of Cronbach's Alpha employee performance variable is 0.814. Thus, this shows that all research variable instruments are reliable.

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.705	.695	1.395

a. Predictors: (Constant), Career Development, Compensation, Leadership

b. Dependent Variable: Employee Performance

Source: Research Data

The results of the regression test Table 7 show that the value of the correlation coefficient of leadership, compensation, and career development variables on employee performance is 0.840, this means that the degree of closeness of the relationship between leadership, compensation, and career development variables with employee performance is in the strong category. The effect of leadership, compensation, and career development variables on employee performance on employee performance is 0.695, this means that the influence of leadership, compensation, and career development on employee performance is 69.5% and the rest is influenced by other variables that are not studied.

The significant value of the influence of leadership, compensation, and career development variables on employee performance can be seen in Table 8.

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.996	1.884		.529	.598
	Leadership	.351	.045	.650	7.879	.000
	Compensation	.755	.103	.621	7.299	.000
	Career Development	.594	.048	.799	12.248	.000

a. Dependent Variable: Employee Performance
Source: Research Data

Based on Table 6, it is known that the value of the meaning of the leadership variable is 0.000 (< 0.05), meaning that there is a significant influence between leadership and employee performance. The value of the meaning of the compensation variable is 0.000 (< 0.05), this means that there is a significant influence between compensation variables on employee performance. between compensation variables to employee performance. The significance value of career development variables is 0.000 (< 0.05), this means that there is a significant influence between career development variables on employee performance.

Several researchers have previously conducted studies whose findings are in line with the results of this study which concluded that leadership, compensation, and career development have a positive effect on employee performance (Arifudin 2019; Sihombing and Gultom 2019; Rahayuningsih 2017).

To determine the significance of the influence of leadership, compensation, and career development on employee performance simultaneously, see Table 9.

Table 9. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	469.038	3	156.346	51.021	.000 ^b
	Residual	254.341	83	3.064		
	Total	723.379	86			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Compensation, Leadership
Source: Research Data

Based on Table 9, it is known that the sig value is 0.00 (< 0.05), so it can be concluded that simultaneously there is a significant influence between leadership, compensation, and career development on employee performance. Thus, it can be concluded that the variables of leadership, compensation, and career development together have a positive and significant effect on the performance of PT. ARIDA Cirebon.

Based on the *Adjusted R square* (R^2) figure of 0.695, the figure shows the magnitude of the influence of leadership, compensation, and career development simultaneously on employee performance is 69.5%. The remaining 30.5% was influenced by other factors outside the study.

This research is in line with research conducted by Ibrahim (2018); Sudaryana (2020); Kirana and Pradipta (2021) who found that leadership, compensation, and career development variables have a significant effect on employee performance.

CONCLUSION

This research found that there is an influence of leadership, compensation, and career development on employee performance at PT. ARIDA Cirebon. The conclusion is that the better the leadership, compensation, and career development in a company, the better the performance of employees in the company.

The implication is that leadership in an organization needs to be improved by rewarding employees in the form of compensation or clear career development based on performance so that organizational performance in the form of achieving organizational goals can be achieved by expectations.

The limitations of this study are that the independent variables used consist of only three variables, namely leadership, compensation, and career development, while many other factors affect employee performance.

Researchers suggest that further research can be carried out by looking at other factors as predictors of employee performance. Because by improving employee performance, the goal of an organization can be achieved.

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