

THE INFLUENCE OF TRANSACTIONAL LEADERSHIP STYLE,  
COMPENSATION AND MOTIVATION ON EMPLOYEE WORK  
ACHIEVEMENT  
(Study at PT. Kintetsu World Express Indonesia)

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**Abstract** - The purpose of this study was to determine how the relation of transactional leadership style, compensation and motivation on employee performance at PT Kintetsu World Express Indonesia.

This study used method by collecting data through a questionnaire which is measured using a Likert scale diagram. The sampling method using purposive sampling with a total of 50 respondents who was working at PT Kintetsu World Express Indonesia. This research is a quantitative study using an associative strategy with the calculation of correlation coefficients (partial and multiple) and hypothesis testing using the SPSS version 24.0 program.

Based on the results of statistical calculations, it shows: (1) the influence of variable X1 on variable Y has a positive and significant effect with a value of 26.21% while 73.79% is influenced by other variables outside the study. (2) The effect of variable X2 on variable Y has a positive and significant effect with 14.21% while 85.79% is influenced by other variables outside the study. (3) The effect of variable X3 on variable Y has a positive and significant influence with a value of 26.94% while 73.06% is influenced by other variables outside the study.

The conclusion is that simultaneously transactional leadership, compensation and motivation variables have a positive influence on employee performance..

**Keywords:** transactional leadership style, compensation, motivation, employee performance

**Abstrak**– Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh gaya kepemimpinan transaksional, kompensasi dan motivasi terhadap prestasi kerja karyawan pada PT.Kintetsu World Express Indonesia.

Metode yang digunakan adalah metode pengumpulan data melalui kuesioner yang diukur menggunakan diagram skala likert. Metode pengambilan sampel menggunakan Teknik *purposive sampling* dengan jumlah sebanyak 50 responden yang bekerja pada PT.Kintetsu World Express Indonesia. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan strategi asosiatif dengan perhitungan koefisien korelasi (parsial dan berganda) serta pengujian hipotesis menggunakan program SPSS versi 24.0.

Berdasarkan hasil perhitungan statistik menunjukkan : (1) pengaruh variabel X1 terhadap variabel Y memiliki pengaruh yang positif dan signifikan dengan nilai 26,21% sedangkan 73,79% dipengaruhi variabel lain diluar penelitian. (2) Pengaruh variabel X2 terhadap variabel Y memiliki

pengaruh yang positif dan signifikan dengan 14,21% sedangkan 85,79% dipengaruhi variabel lain diluar penelitian. (3) Pengaruh variabel **X3** terhadap variabel **Y** memiliki pengaruh yang positif dan signifikan dengan nilai 26,94% sedangkan 73,06% dipengaruhi variabel lain diluar penelitian.

Kesimpulannya adalah secara simultan variable kepemimpinan transaksional, kompensasi dan motivasi memiliki pengaruh yang positif terhadap prestasi kerja karyawan.

**Kata kunci : Gaya Kepemimpinan Transaksional, Kompensasi, Motivasi, Prestasi Kerja Karyawan**

## I. PRELIMINARY

Economic development, especially in the service sector in Indonesia, is progressing very rapidly. Some of the service industries in Indonesia that currently exist are the transportation services industry, freight forwarding services, cargo services in warehouses and warehousing rental services (lump sum) and other services. One of the service sectors that is of concern in Indonesia today is the cargo service industry. The intense competition in targeting market share requires companies to have a good level of readiness and quality performance to improve their own performance as an effort to create effective management, requiring the support of skilled, creative, and competent employees in their fields.

**Table 1.1 Number of Employees of PT Kintetsu World Express Indonesia in 2020**

No	Unit	Number of Employees (people)
1	Ocean Export	36
2	Ocean Import	29
3	Ocean Import HP	17
4	Seafright Sales Support	2
5	Accounting	2
6	IT	1
7	Trucking	8
8	HR & Admin	3
	total	98

Source: PT Kintetsu World Express Indonesia 2020

**Table 1.2 Attendance of PT Kintetsu World Express Indonesia Employees**

No.	Month	JH	JK	JHK	Number of Attendance	Percentage of Attendance Level
		1	2	(1X2)		(3: JHK * 100%)
1	January'19	19	57	1,083	32	2.95%
2	February	23	64	1,472	31	2.11%
3	March	19	65	1,235	38	3.08%
4	April	20	64	1,280	36	2.81%
5	May	20	65	1,300	30	2.31%
6	June	16	65	1,040	23	2.21%
7	July	20	67	1,340	35	2.61%
8	August	23	66	1,518	33	2.17%
9	September	20	64	1,280	26	2.03%
10	October	21	70	1,470	28	1.90%
11	November	24	64	1,536	29	1.89%

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12	December	20	67	1,340	21	1.57%
13	January'20	22	69	1,518	29	1.91%
14	February	20	72	1,440	26	1.81%
15	March	21	82	1,722	16	0.93%
	Average					2.15%

Based on the attendance of PT Kintetsu World Express Indonesia employees, the table contains the number of working days, the total working days for one month, the number of absences for one month and the attendance rate for PT Kintetsu World Express Indonesia in accordance with Law No. 13 of 2003 concerning employment is 8 hours per day, starting from 08.00 to 16.30 WIB, cut off from 12.00-13.00 hours of rest.

Based on the exposure that occurs, it can be used as a research problem to find out how much "The Effect of Transactional Leadership Style, Compensation, and Work Motivation on Employee Performance at PT. Kintetsu World Express Indonesia".

### **1.1. Formulation of the problem**

Based on the above background, it can be concluded that the formulation of the problem is as follows:

1. Does the leadership style affect the work performance of employees at PT. Kintetsu World Express Indonesia?
2. Does financial compensation affect the work performance of employees at PT. Kintetsu World Express Indonesia?
3. Does work motivation affect the work performance of employees at PT. Kintetsu World Express Indonesia?

### **1.2. Research purposes**

The objectives of this study are to:

1. To find out and analyze the influence of leadership style on employee performance at PT. Kintetsu World Express Indonesia.
2. To find out and analyze the effect of financial compensation on the performance of employees of PT. Kintetsu World Express Indonesia.
3. To find out and analyze the effect of work motivation on employee performance at PT. Kintetsu World Express Indonesia.

## **II. LITERATURE REVIEW**

### **2.1. Understanding Transactional Leadership Style**

Transactional leadership is leadership that is contractual between the leader and his followers. Leaders need followers and offer something in exchange for follower loyalty. Followers are willing to work together because there are things they pursue as rewards. Meanwhile, what is done may not be a personal goal, but rather a leader's goal (Iensufiie, 2010). This transactional leadership focuses on interpersonal transactions, between management and employees, two characteristics that underlie transactional leadership, namely: Leaders use contingent rewards to motivate employees and leaders carry out corrective actions only when subordinates fail to achieve performance goals (Suwatno and Priansa, 2013).

### **2.2. Definition of Compensation**

according to Subekhi and Jauhari (2012) compensation is any form of payment or reward given to employees who work in a company. According to Soekidjo (2018) the

notion of compensation is anything that is received by employees as a remuneration for work or dedication for them.

### **2.3. Definition of Motivation**

According to Simamora (2018: 456), motivation is a psychological boost that directs a person towards a goal. Then according to Rivai (2018: 837-838), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible which provide the strength to encourage individuals to behave in achieving their goals. The drive consists of two components, namely the direction of behavior (work to achieve goals) and strength of behavior (how strong individual efforts are at work).

### **2.4. Definition of Employee Performance**

To achieve organizational goals effectively and efficiently, it depends on the skills and abilities of employees in carrying out their work and supporting the willingness of employees so that they can improve their work performance. The success of an organization can be achieved by one of the facts, namely the quality of its employees, with the existence of good quality on the part of employees it is also expected that a level of work performance can be achieved which can encourage the success of an organization in achieving its goals.

### **2.5. Influence Between Research Variables**

Based on the theory, the results of previous research, and the framework of thinking about the influence of transactional leadership styles, compensation and motivation on employee performance, a hypothesis can be developed with the following explanation:

#### **2.5.1. Effect of Transactional Leadership Style on Employee Performance**

Transactional leadership style (leadership style) can be interpreted as a way for leaders to influence others or their subordinates in such a way that the person is willing to do the will of the leader to achieve goals According to Suryoko et al. (2015) leadership has a strong positive effect on employee work performance. These findings indicate that the leadership style of a leader is very influential on employee work performance. Bosses have established closeness and understand the desires of employees and superiors do not hesitate to always be able to help employees if they experience or do not understand the difficulties in the work that are imposed on employees. Leadership plays a role to influence and persuade employees to work hard in order to achieve this work perspective.

Based on the explanation above, this study is intended to re-examine the transparency of the leadership style, so the hypotheses formed are:

***H1: Transactional Leadership Style has a positive effect on Employee Performance***

#### **2.5.2. The Effect of Compensation on Employee Performance**

The success of a company and organization, whether large or small, is not solely determined by the available natural resources but also by its human resources. Improving the quality of human resources has become a necessity in order to create a professional workforce. It is hoped that great attention to the quality of human resources will have a positive impact on the company's development. The quality of human resources can be seen from good employee performance, high work productivity, and high employee loyalty (Wilson, 2012). In other studies, it is concluded that compensation has a positive and significant effect on the work performance of the employees of Baitul Hikmah Gemuh Kendal Hospital. Inadequate compensation can reduce work performance, motivation and job satisfaction and even cause potential employees to leave the company. Conversely, an adequate compensation system can improve employee performance, job satisfaction, retain

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potential employees and are a factor that can attract qualified prospective employees to join (Rokhis, 2013).

Based on the explanation above, this study is intended to re-examine the transparency of compensation, so the hypotheses formed are:

**H2: Compensation has a positive effect on Employee Performance.**

**2.5.3. Effect of Motivation on Employee Performance**

Hasibuan (2014: 143) states that work motivation is the provision of a driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Excitement to work is a deep desire and pleasure for the work done and by knowing human behavior, why people want to work, and what satisfactions they enjoy, a manager will find it easier to motivate subordinates.

Motivation at work can arise from within each individual, the existence of a willingness to mobilize abilities in the form of expertise, skills, energy and time to do work which is their responsibility and obligation to achieve goals.

Cahyono (2012) concluded that there is a significant effect of motivation on employee work performance. motivation will encourage someone to develop creativity and exert all their abilities and energy in order to achieve maximum work performance.

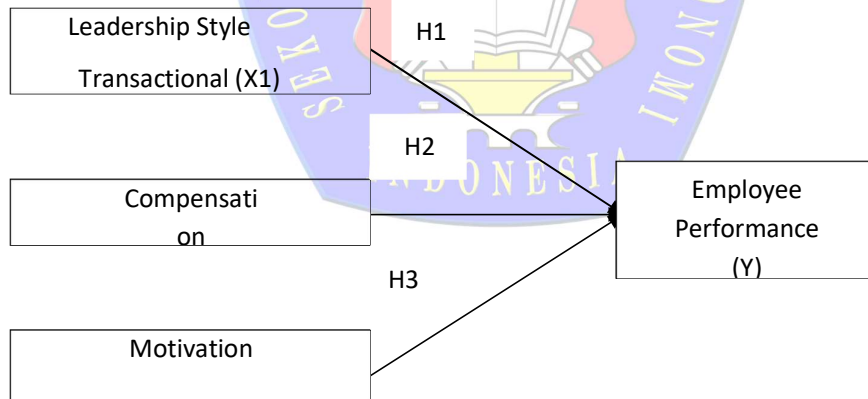
Based on the explanation above, this study is intended to re-examine the transparency of motivation, so the hypotheses formed are:

**H3: Motivation has a positive effect on Employee Performance.**

**2.6. Research Conceptual Framework**

Based on the theories described above, the framework in this study can be described as follows:

**2.7. Hypothesis Development**



Based on the influence between the research variables above, the following hypothesis is compiled:

- H1 : It is suspected that the transactional leadership style has a positive effect on employee performance.
- H2 : It is suspected that compensation has a positive effect on employee performance.
- H3 : It is suspected that motivation has a positive effect on employee performance.

### **III. RESEARCH METHOD**

#### **3.1. Research Strategy**

The strategy used in this study is an associative strategy, which is a strategy that aims to determine the effect between two or more variables. In this study, the researcher wanted to identify the influence of transactional leadership style, compensation and motivation on improving employee work performance at PT Kintetsu World Express.

#### **3.2. Population and Sample Research**

The population is the whole of the research subjects (Arikunto: 2013). Meanwhile, according to Sujarweni and Endrayanto (2012), population is a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were employees of PT. Kintetsu World Exspres Indonesia 98 employees.

Sample is part of the number and characteristics possessed by the population (Sugiyono: 2016). Samples are used with certain considerations. and the samples are 50 employees of PT. Kintetsu World Exspres Indonesia who has worked for more than one year.

#### **3.3. Data Processing Methods**

##### **3.3.1. Research Instrument Test**

After the independent variables and the dependent variable are obtained by calculating computerization with the SPSS 24.0 program, the data will be tested first with a validity test and a reliability test.

##### **3.3.1.1. Validity test**

The validity test is a measuring instrument that is considered valid if the level of accuracy and accuracy of measurement is reliable. Thus, the validity of the research that has been made is disseminated to employees who work at PT Kintetsu World Express Indonesia as research samples. The data that has been obtained is tabulated and factor analysis is carried out using the Construck Validity method using the simple correlation method.

If it has a validity value (r<sub>count</sub>) of 0.3 or more, so that the factor is a strong construct and has good construction validity and vice versa if the validity value is less than 0.30 the research instrument is said to be invalid Sugiyono (2016: 126).

##### **3.3.1.2. Reliability Test**

According to Sugiyono (2016: 127), the reliability test is used to measure the consistency of the questionnaire which is an indicator of variables or constructs. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. Reliability testing is intended to ensure that the instrument is performed using Cronbach Alpha. Furthermore, Sugiyono argues, the research instrument is said to be reliable, if the Cronbach Alpha value is 0.60 or more.

#### **3.3.2. Data Testing Methods and Data Presentation**

The data collected from the questionnaire is tabulated, then processed using data processing software SPSS (Statistical Program For Microsoft Scinences) version 24.0 is used to make data processing easier, so that the results are faster and more precise. And the data is presented in table form for the purpose of making the data easy to read and understand.

#### **3.3.3. Statistical Analysis of Data**

Quantitative data analysis is a measurement used in a study that can be calculated by a certain number of units or expressed in numbers. This analysis includes data processing, data organizing, and finding results. Statistical analysis of data is carried out



with the aim of calculating the data that has been obtained in this study, namely the results of a survey through a questionnaire, which will be grouped by variables and types of respondents, tabulating, preparing data for each variable studied and after that doing calculations to test the hypotheses that have been proposed. . To discuss the results of the study, the authors used paired data based on the data obtained. Because there is more than one independent variable, namely three independent variables, and one dependent variable,

If Adjusted R<sup>2</sup> is equal to 1 then the variation of the dependent variable can be explained by 100%, which means that the estimated value of the empiric model used is the same as the actual value of the dependent variable so that the resulting residual value has a zero average (zero mean of disturbance), vice versa. if the value of Adjusted R<sup>2</sup> is equal to 0 then the variation of the dependent variable cannot be explained. In this study, the researcher used Adjusted R<sup>2</sup> to measure the contribution of variable X to the variation (ups and downs) of the variable

Y. Each additional one of these variables has a significant effect on the dependent variable

The analysis of the coefficient of determination consists of the analysis of the partial coefficient of determination as follows:

#### **3.4. Partial determination coefficient analysis**

This analysis can be used in a study if the research contains more than one independent variable. Partial determination coefficient is used to determine the contribution of the influence of certain independent variables to changes in the dependent variable.

a. The coefficient of determination of partial X<sub>1</sub> against Y with the formula:

$$KD_1 = (r_{Y1.23})^2 \times 100\% \dots\dots\dots 3.1$$

b. The coefficient of determination of partial X<sub>2</sub> against Y with the formula:

$$KD_2 = (r_{Y2.31})^2 \times 100\% \dots\dots\dots 3.2$$

c. The coefficient of determination of partial X<sub>3</sub> against Y with the formula:

$$d. KD_3 = (r_{Y3.12})^2 \times 100\% \dots\dots\dots 3.3$$

#### **3.3.4. Hypothesis test**

Hypothesis testing is a method of decision making based on data analysis, both from controlled experiments and from observations (uncontrolled).

In statistics, a result can be said to be statistically significant if the event is almost impossible to be caused by coincidences, within the predetermined probability limits.

Hypothesis testing is sometimes referred to as "confirmatory data analysis". Decisions from hypothesis testing are almost always made based on testing the null hypothesis. This test is to answer questions that assume the null hypothesis is true.

#### **3.3.5. Partial hypothesis testing**

The partial hypothesis testing steps are as follows:

a. Hypothesis formulation

1) Influence X<sub>1</sub> and Y

H<sub>0</sub>: Partially there is no significant influence between transactional leadership styles on employee performance

H<sub>a</sub>: Partially there is a significant influence between transactional leadership styles on employee work performance

2) Influence X<sub>2</sub> and Y

H<sub>0</sub>: Partially there is no significant effect between compensation on employee performance

Ha: Partially there is a significant influence between compensation on employee work performance

3) Influence X3 and Y

Ho: Partially there is no significant influence between motivation on employee work performance

Ha : Partially There is a significant influence between motivation factors on employee performance

- b. Determine the real level ( $\alpha$ ) or the level of confidence ( $1-\alpha$ ).  
The real level ( $\alpha$ ) used is 5% (0.05) with a confidence level ( $1-\alpha$ ) of 95%
- c. Testing criteria  
Ha is accepted, if p-value < 0.05. Ho, accepted if p-value  $\geq$  0.05.
- d. Calculation of the value of p - value  
The calculation of p-value in this study uses the help of the SPSS 24 program.
- e. Conclusions and interpretation.

#### IV. RESULTS AND DISCUSSION

##### 4.1. Description of Research Object

PT. Kintetsu World Express Indonesia is a Japanese company that is engaged in Forwarding and also 3PL logistics and warehousing services. The logistics business started in early 2012. PT. Kintetsu World Express Indonesia belongs to the Kintetsu Group Holdings Co., Ltd. Initially, Kintetsu was named Kinki Nippon Railways Co., Ltd. is a railway company operating in Kinki and Tokai which was founded after the Kansai Express Railways merged with Nankai Railways on the

June 1, 1944 with key figures Tetsuya Kobayashi as Chairman and Yoshinori Yoshida as President. Kinki Nippon Railways then changed its name to Kintetsu Corporation on June 28, 2003. On April 1, 2015, the company was restructured into a holding company, separating the rail, real estate, logistics and retail divisions, as well as its recreational services. Kintetsu Corporation also changed its name to Kintetsu Group Holdings Co., Ltd

##### 4.2. Respondent Description

The following is a description of the identity of the research respondents consisting of gender, age, occupation and how often:

*Table 4.1*  
**Respondent Profile Data**

Information	Total	Percentage
<b>Number of Samples</b>	50	100%
<b>Gender:</b>		
Male	37	74
Women	13	26
<b>Age:</b>		
19-24 years	14	28
25-30 years	21	42



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31 - 35 Years	9	18
> 35 Years	6	12

*Source: Data processed (2020)*

<b>Information</b>	<b>Total</b>	<b>Percentage</b>
<b>Number of Samples</b>	50	100%
<b>Education:</b>		
SMA / K	12	24
3-year diploma	7	14
Bachelor degree	28	56
Others	3	6
<b>Length of work:</b>		
<2 Years	16	32
24 years old	23	46
≥ 5 years	11	22

*Source: Data processed (2020)*

The table above shows as many as 13 respondents or 26% of respondents were dominated by female gender. The remaining 37 respondents or 74% of the respondents were male. Most of the 13 female respondents had a Strata-1 education aged between 25-30 years. And 37 male respondents with high school / K and Strata-1 education, aged 19-30 years.

### **4.3. Instrument Test**

#### **4.3.1. Validity test**

The validity test was processed using a computer with the SPSS program version 24.0. the research instrument can be said to be valid (accurate) for research if it has a validity value greater than or equal to 0.30 and vice versa, if the validity value is less than 0.30 it is said to be invalid (inaccurate).

For the leadership style variable ( $X_1$ ) as many as 8 statements were given to 50 respondents. Based on data management, the results of the leadership style variable ( $X_1$ ), The 8 statements have the value  $r_{count}$  greater than 0.30 so that the statement can be used in data collection in this study.

The following are the results of data management for all statements in the leadership style instrument which consists of 8 statement items in the table as follows:

**Table 4.2**

Instrument validity by item for leadership style variables ( $X_1$ )

No. Statement	r <sub>count</sub>	r <sub>critical</sub>	Decision
1	0.672	0.30	Valid
2	0.586	0.30	Valid
3	0.480	0.30	Valid
4	0.717	0.30	Valid
5	0.822	0.30	Valid
6	0.770	0.30	Valid
7	0.797	0.30	Valid
8	0.412	0.30	Valid

Source: The data was processed in 2020 with the SPSS version 24.0 program

Looking at table 4.2 of leadership style variables, it can be concluded that all 8 items of the leadership style statement instrument are valid.

For the compensation variable ( $X_2$ ) as many as 8 statements were given to 50 respondents. The following are the results of data management for all statements in the compensation instrument consisting of 8 statements in the table as follows:

**Table 4.3**

Instrument Validity per Item for Compensation Variables ( $X_2$ )

No. Statement	r <sub>count</sub>	r <sub>critical</sub>	Decision
1	0, 892	0.30	Valid
2	0.769	0.30	Valid
3	0.831	0.30	Valid
4	0.511	0.30	Valid
5	0.879	0.30	Valid
6	0.685	0.30	Valid
7	0.484	0.30	Valid
8	0.789	0.30	Valid

Looking at table 4.3 of the compensation variable, it can be concluded that all 8 items of the compensation statement instrument are valid.

For the work motivation variable ( $X_3$ ) as many as 8 statements were given to 50 respondents. The following are the results of data management for all statements in the work motivation and convenience instrument consisting of 8 statements in the table as follows:

**Table 4.4**

Instrument Validity per Item for Work Motivation Variables ( $X_3$ )

No. Statement	r <sub>count</sub>	r <sub>critical</sub>	Decision
1	0.656	0.30	Valid
2	0.638	0.30	Valid
3	0.603	0.30	Valid
4	0.520	0.30	Valid
5	0.414	0.30	Valid
6	0.607	0.30	Valid
7	0.541	0.30	Valid
8	0.445	0.30	Valid

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Source: The data was processed in 2020 with the SPSS version 24.0 program

See table 4.4 work motivation variables ( $X_3$ ) can be concluded that All 8 items of the work motivation statement are valid.

For the work performance variable (Y) as many as 8 statements were given to 50 respondents. The following are the results of data management for all statements in the work performance instrument consisting of 8 statements in the table as follows:

**Table 4.5**  
Instrument Validity per Item for Variable Job Performance (Y)

No. Statement	$r_{count}$	$r_{critical}$	Decision
1	0.502	0.30	Valid
2	0.578	0.30	Valid
3	0.485	0.30	Valid
4	0.605	0.30	Valid
5	0.599	0.30	Valid
6	0.596	0.30	Valid
7	0.447	0.30	Valid
8	0.488	0.30	Valid

Looking at table 4.5 work performance variable (Y), it can be concluded that all 8 items of the work performance statement instrument are valid.

**4.3.2. Reliability Test**

After the validity test is carried out, the reliability test will then be carried out. The reliability test is intended to ensure that the instrument has consistency as a measuring tool so that the high level of reliability can show consistent results. Reliability testing is carried out using the Cronbach Alpha method. Furthermore Sugiono said the research instrument was said to be reliable if the Cronbach Alpha value was 0.6 or more. The data is correlated with the help of the SPSS program version 24.0

**Table 4.6**  
Leadership Style Reliability Test Results

**Reliability Statistics**

Cronbach's Alpha	N of Items
.824	8

**Compensation**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.856	8

**Work motivation**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.673	8

**Work performance**

**Reliability Statistics**

Cronbach's Alpha	
	N of Items
.616	8

Source: Data processed in 2020 with SPSS version 24.0

The table above shows that from the results of the answers to the questionnaire 8 (eight) statement items from the four variables are said to be reliable. This is because the Cronbach's Alpha value is obtained based on the table above where all of these values have exceeded 0.60.

#### 4.4. Statistical Analysis of Data

##### 4.4.1. Partial Determination Coefficient Analysis

Analysis of the partial determination coefficient (R-square) is used to determine how much influence the independent variable has on the dependent variable, namely the influence of leadership style ( $X_1$ ), compensation ( $X_2$ ), and work motivation ( $X_3$ ) on work performance ( $Y$ ).

From the results of the SPSS calculation, the value of the partial determination coefficient (KD) means  $X_1$  against  $Y$ ,  $X_2$  against  $Y$ , and  $X_3$  against  $Y$  is as the following:

1. The result of the partial determination coefficient of leadership style variable ( $X_1$ ) on work performance ( $Y$ ).

**Table 4.7**  
The results of the partial determination coefficient of leadership style ( $X_1$ ) on work performance ( $Y$ )  
Correlations

Control Variables		Work performance	Leadership style
Compensation	Correlation Work Performance	1,000	.512
	Significance (2-tailed) Df		.000
Motivation	Style	.512	1,000
	Correlation leadership Significance (2-tailed) Df	.000	
		46	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned}
 KD_{YX_1} &= (R)^2 \times 100\% \\
 &= (0.512)^2 \times 100\% \\
 &= 26.21\%
 \end{aligned}$$

The influence of leadership style on work performance is 26.21%. This shows that the leadership style has an influence on work performance by 26.21% and the remaining 73.79% is influenced by other factors.

2. The results of the coefficient of determination of the partial compensation variable ( $X_2$ ) on work performance ( $Y$ ).

The effect of partial compensation on work performance can be seen based on the following calculations:

**Table 4.8**  
Result of the coefficient of determination of partial compensation ( $X_2$ ) on work performance ( $Y$ )  
Correlations

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Control Variables			ork performance	Compensation
Leadership style	Work performance	Correlation	1,000	.377
		Significance (2-tailed)	.	.047
		Df	0	46
Motivation	Correlation	Compensation	.377	1,000
		Significance (2-tailed)	.047	.
		Df	46	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned}
 & KD_{YX^2} = (R)^2 \times 100\% \\
 & = (0.377)^2 \times 100\% \\
 & = 14.21\%
 \end{aligned}$$

The effect of compensation on work performance is 14.21%. This shows that compensation has an effect on work performance by 14.21% and the remaining 85.79% is influenced by other factors.

3. The results of the partial determination coefficient of work motivation variable ( $X_3$ ) on work performance (Y).

The partial influence of work motivation on work performance can be seen based on the following calculations:

**Table 4.9**  
**The results of the coefficient of determination of partial work motivation ( $X_3$ ) on work performance (Y)**  
**Correlations**

Control Variables			ork performance	Motivation
Leadership style	Work performance	Correlation	1,000	.519
		Significance (2-tailed)	.	.000
		Df	0	46
Compensation	Motivation	Correlation	.519	1,000
		Significance (2-tailed)	.000	.
		Df	46	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

$$\begin{aligned}
 & KD_{YX^2} = (R)^2 \times 100\% \\
 & = (0.519)^2 \times 100\% \\
 & = 26.94\%
 \end{aligned}$$

The effect of work motivation on work performance is 26.94%. This shows that work motivation has an influence on work performance by 26.94% and the remaining 73.06% is influenced by other factors.

**4.5. Hypothesis test**

In this study, hypothesis testing was carried out partially and simultaneously.

1. Partial Hypothesis Testing (t test)

**Table 4.10**  
**Partial Influence of leadership style (X<sub>1</sub>) to work performance (Y)**

Correlations			Work performance	Leadership style
Control Variables	Work performance	Correlation	1,000	.512
		Significance (2-tailed)	.	.000
Compensation	Leadership style	Df	0	46
		Correlation	.512	1,000
Motivation	Leadership style	Significance (2-tailed)	.000	.
		Df	46	.

Source: The data was processed in 2020 with the SPSS version 24.0 program

Because the significance t (0,000) < 0.05 (level of significance), partially there is a significant influence between the leadership style variables (X<sub>1</sub>) on work performance (Y).

**Table 4.11**  
**Partial Effect of Compensation (X<sub>2</sub>) to work performance (Y)**

Correlations			ork performance	Compensation
Control Variables	Style leadership	Work performance	1,000	.377
		Correlation	.	.047
Motivation	Compensation	Df	0	46
		Correlation	.377	1,000
Style leadership	Compensation	Significance (2-tailed)	.047	.
		Df	46	0

Source: The data was processed in 2020 with the SPSS version 24.0 program

Because the significance t (0.046) ≤ 0.05 (level of significance), partially there is a significant influence between the compensation variables (X<sub>2</sub>) towards achievement work (Y).

**Table 4.12**  
**Partial Influence of Work Motivation (X<sub>3</sub>) to work performance (Y)**

Correlations			ork performance	Motivation
Control Variables	Style leadership	Work performance	1,000	.519
		Correlation	.	.000
Compensation	Motivation	Df	0	46
		Correlation	.519	1,000
Style leadership	Motivation	Significance (2-tailed)	.000	.
		Df	46	.



Source: The data was processed in 2020 with the SPSS version 24.0 program

Because the significance  $t(0,000) < 0.05$  (significant level), partially there is a significant influence between work motivation variables on work performance.

#### **4.6. Research Findings**

##### **4.6.1. The Influence of Leadership Style on Job Performance**

The results of data processing in this study indicate that there is a significant positive effect between leadership style on work performance partially with a significance value of  $0.000 < 0.05$  (significance level). The results of this study are consistently supported by Suryoko et al. (2014) stated that leadership style has a significant effect on employee performance.

Based on the results of research and discussion on leadership that can improve employee work performance with a style adapted to the circumstances and conditions of the work environment. Good cooperation between leaders and employees can further improve work performance. And there is still a lack of leaders in improving employee work performance such as punctuality, employee attendance.

##### **4.6.2. The Effect of Compensation on Job Performance**

The results of data processing in this study indicate that there is a significant positive effect between compensation on work performance partially with a significance value of  $0.046 \leq 0.05$  (significance level). The results of this study are consistent with the results of research by Rokhis (2013) and Wilson (2012) that compensation has a positive and significant effect on employee performance.

Inadequate compensation can reduce work performance, motivation and job satisfaction and even cause potential employees to leave the company. Conversely, an adequate compensation system can improve employee performance, job satisfaction, retain potential employees and are a factor that can attract qualified prospective employees to join.

##### **4.6.3. The Influence of Work Motivation on Job Performance**

The results of data processing in this study indicate that there is a significant positive effect between work motivation on work performance partially with a significance value of  $0.000 < 0.05$  (significance level). The results of this study are consistently supported by Cahyono et al (2012) that motivation has a positive and significant effect on employee performance.

Motivation at work can arise from within each individual, the existence of a willingness to mobilize abilities in the form of expertise, skills, energy and time to do work which is their responsibility and obligation to achieve goals. Motivation will encourage someone to develop creativity and exert all their abilities and energy in order to achieve maximum work performance.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **5.1. Conclusion**

Based on the results of the analysis and discussion above, the following conclusions can be drawn:

1. Partially there is a significant positive influence between the variable leadership style (X1) on work performance (Y). This means that any increase in the value of the leadership style will increase work performance.

2. Partially there is a significant influence between the compensation variable (X2) on work performance (Y). This means that any increase in the value of compensation will increase work performance.
3. Partially there is a significant influence between the work motivation variable (X3) on work performance (Y). This means that any increase in the value of work motivation will increase work performance.

## **5.2. Suggestion**

1. For the company  
in order to further improve employee performance through leadership style, because research proves that leadership style affects employee performance. Judging from the leadership style data, the lowest respondent's answer is 134 in statement no.7 "Leaders give warnings when my work is not in accordance with the target", so seen from the questionnaire statement shows that leaders are less able to control emotions in giving warnings to subordinate employees. Therefore, leaders can control their emotions when leading their subordinates.
  - a. To improve employee performance, companies must provide a budget for adequate compensation costs, especially incentives, because incentives can encourage employees to perform better.
  - b. Judging from the work motivation data, the lowest respondent's answer is 123 in statement number six "Companies provide scholarships to employees who wish to continue their education", so that the questionnaire statement shows a lack of training programs. Therefore a training program is needed so that employees are motivated to work.

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**THE INFLUENCE OF TRANSACTIONAL LEADERSHIP STYLE,  
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(Study at PT. Kintetsu World Express Indonesia)**

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