

The Influence of Compensation, Leadership and Motivation on Employee Performance at Cv. Arthenis Travel

Khoiriyatul Ulumiyah¹, Priyo Utomo¹, Syamsul Arifin¹, Devangga Putra Adhitya Pratama¹, Waloyo²

Sekolah Tinggi Ilmu Ekonomi Pemuda¹

Stie Yapan²

Corresponding Author: khoiriyah.ilmi@gmail.com, priyoutomo.stiepemuda@gmail.com

ABSTRACT

Purpose: The purpose of the present research is to outline the impact of compensation, leadership and encouragement for staff efficiency at CV. Arthenis Travel.

Design/Methodology/Approach: Descriptive quantitative methods is used in this study. The research instrument was a questionnaire distributed to participantss. The All of the participants in the current research were CV staff members. Arthenis Travel, with thirty-three individuals. The entire sample is the method used for sampling. A multiple linear regression technique was used for the data analysis, while SPSS software was used for the data processing.

Findings: According to the study's t-test results, the compensation variable (X1) has a computed t value that is less than the t table, specifically $-2.011 < 2.045$. This indicates that, to some extent, the compensation variables has no discernible and favorable impact on the performance of employees (Y) at CV. Arthenis Travel. Performance of employees (Y) at CV. Arthenis Travel is positively and significantly impacted by the leadership variable (X2), in light of the determined t quantity of $20.445 > 2.045$, which is higher than the t table. The calculated t value for the motivation variable (X3) is higher than the t table, specifically $4.943 > 2.045$. This indicates that the motivational variable exerts a considerable and advantageous effect on the performance of workers (Y) at CV. Arthenis Travel. The computed F value was determined to be bigger than the F table, specifically $122.093 > 2.93$, due to the F test findings. This demonstrates how, all at once, the variables of motivation (X3), leadership (X2), and compensation (X1) have a favorable and noteworthy impact on the performance of employees (Y) at CV. Arthenis Travel.

Research limitations/implications: The findings of this study are expected to be used as a reference by subsequent researchers.

Practical implications: With the findings of this study, it is expected that CV. Arthenis Travel can create a supportive work environment, improving optimal employee performance.

Originality/value: The present research is the initial inquiry carried out by researchers. at CV. Arthenis Travel on employee performance.

Paper type: Research paper

Keyword: Compensation, Leadership, Motivation, Employee Performance

Received: November 13th

Revised: February 18th

Published: March 31th

I. INTRODUCTION

Out of all the most important components is human resources. in an organization, especially an economic one like a business. Therefore, many companies have started to build and improve their human resources seriously. No matter how advanced the technology is, a company will not be able to achieve its goals without people. In the present day increasingly tight business In the midst of competition, employee performance is a The main factor

in determining the success of an organization. External elements like compensation, motivation, as well as leadership have an impact on employee success in addition to personal skills. CV. Arthenis Travel, as one of the companies in the tourism industry, faces challenges in maintaining and improving the performance of its employees. The dynamic and competitive tourism industry requires employees to always provide the best service to customers. Therefore It very important to know those aspects influence employee performance.

Rezaei and Baalausha in (Sururi, 2020) Each worker has a unique set of skills for their position., so performance is largely an individual thing. Improving performance means improving the quality and standards of the company. According to Champathes (in Yuliana & Utomo, 2023) When employee performance increases, the organization will be more effective. Effective leadership is essential for businesses hoping to remain competitive. The assistance of competent staff members in their work is necessary for managerial excellence to enhance performance among staff members.

Every company wants good, effective and fast work. In order for the company to be effective and efficient as desired, a good work or performance system is needed. According to Dessler (2020) Performance is how well a job is done, as measured by comparing the results of the work with established standards. This means that performance is based on the results of their work. According to Judge (2010), performance is the accumulation of the final results of all organizational work processes and activities.

Compensation one of the key elements that affects employee performance. According to the Theory of Justice put forward by Adams (1965) Employees tend to compare the compensation they receive with the contribution they make to the company. If employees feel that the compensation they receive is not commensurate with the effort they put in, this can lead to dissatisfaction and reduce work motivation. Conversely, Increased job satisfaction might result from affordable and comparable salaries and encourage employees to work more productively Research by Pradhan and Jena (2017) in the Management Studies journal shows that fair and competitive compensation is positively correlated with increased employee performance. However, if compensation is inadequate, it can lead to dissatisfaction and decreased productivity.

Leadership also has a significant impact on how employees perform. Transformational Leadership Theory proposed by Bass (1985) states that transformational leaders are able to Encouraging and motivating staff members to put the objectives of the company ahead of their own. Such chief executives usually have a clear vision, provide support, and encourage innovation. Research by Asri (2020) It was discovered that the style of transformational leadership greatly improves worker dedication and output. On the other hand, authoritarian or less communicative leadership can decrease employee morale and performance.

Motivation is an intrinsic factor that drives employees to achieve organizational goals. Hierarchy of Needs Theory Maslow (1943) explains that employee motivation is influenced by the fulfillment of needs, ranging from physiological needs (such as salary and benefits) to self-actualization needs (such as recognition and self-development). In addition, (Herzbergm, 1959) makes a distinction between motivating elements like acknowledgment and hygienic issues like compensation and the workplace environment as well as responsibility).

Based on the results of observations, Which is done through interviews with CV owners. Arthenis Travel. on December 14, 2021, it was found that employee performance was still quite low. Several customer complaints about untimely schedules, unfriendly Tour Leaders, and lack of coordination with others on trips to tourist attractions indicate this.

CV. Arthenis Travel is one of the travel agents in Surabaya that offers private and open tours throughout Indonesia. Java, Bali, and Lombok are the most popular tours. Since opening on October 14, 2014, CV. Arthenis Travel has had customers such as the Surabaya City Government, BCA Bank, Airlangga University, Hangtuah University, and others who often use its services.

Customer satisfaction is related to how well the people who work at CV. Arthenis travel do their jobs, such as in administration, marketing, and as tour leaders. Based on the results of interviews with 10 CV. Arthenis Travel employees, the reason they do not do their jobs well is because they are not satisfied with the salary they get. The amount of money an employee receives depends on how long they work and what their job is. In addition to salary, people get bonuses and THR as part of their salary.

This study focuses on looking at The effects of enthusiasm, leadership, and remuneration on productivity among employees at CV. Arthenis Travel. The hope in this study is that employee performance can be more optimal with the findings in this study.

II. METHODS

The method of analysis used in this study is descriptive quantitative methods.. The initial data is the sort of data used in the present research. with a questionnaire instrument distributed to participantss. Compensation variable (X1) according to Simamora (in Fitriani, 2023) compensation indicators include salary, incentives,

allowances, and facilities. Leadership variable (X2) According to R. Terry (in Saputra & Winata, 2024) There are several indicators in understanding leadership, namely: economic stability, human relations, personal motivation, communication skills. Motivation variable (X3) according to Syahyuti (in Nugroho and Danarwati, 2024) indicators to measure namely: drive to accomplish objectives, an intense desire to succeed, originality and inventiveness, and a feeling of accountability. Employee indicators of performance (Y) derived from (Robbins, 2006) Employee the measures of performance include work quality, output quantity, timeliness, efficiency, and autonomy.

All of the participants in the present research were CV employees. Arthenis Travel, totaling 33 people. The research sample was selected employing a Combining a saturated method of sampling with a probabilistic sampling method. The above technique is applied when each participant of the population is sampled. (Sugiyono, 2017). This method was chosen because the population was relatively small. Saturated sampling is also known as the census method, where the entire population is sampled, namely 33 CV employees. Arthenis Travel in Surabaya City. Questionnaires were distributed to the participantss as part of the data collection method used in this study. The instruments used include questionnaires, interviews and observations

Validity testing demonstrates how well an instrument of measurement can accurately gauge what it is supposed to be measuring. A questionnaire is considered valid if the statements in it are able to reveal what the questionnaire wants to measure (Ghozali, 2018).. The formula used is as follows:

$$r_{xy} = \frac{N \cdot \sum XY - (\sum X \cdot \sum Y)}{\sqrt{\{(N \cdot \sum X^2) - (\sum X)^2\} \{(N \cdot \sum Y^2) - (\sum Y)^2\}}}$$

Information:

The correlation number is r_{xy} .

N is the number of inquiries.

X = Item threshold

Y = The total worth of the item

The questionnaire is legitimate if the estimated r (r_{xy}) is greater than the threshold r (table).

The questionnaire is invalid if the r count (r_{xy}) is less than the r crucial (table).

According to Ghozali (2018), In this study, a one-shot measuring technique was used for reliability assessment. The Cronbach's Alpha (α) statistical test is subsequently utilized to contrast the measured findings with various inquiries. It is determined that the variable is dependable if the α value is greater than 0.7.

$$\text{Rumus yang digunakan: } \alpha = \frac{k - 1}{1 + (k - 1)r}$$

Information:

α = reliability coefficient

k = number of grains

r = average correlation between items

1 = constant number

Numerous conventional assumption analyses as well as various linear regression evaluations are used in this research's data analysis methodology. The tests for heteroscedasticity and regularity are part of the standard assumption assessments. The idea that a contribution already exists is examined using multiple linear regression analysis techniques. of compensation, upper management, and encouragement on employee accomplishments at CV. Arthenis Travel. The formula used:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where:

Y = Employee performance

a = Constant

X1 = Compensation

X2 = Leadership

X3 = Motivation

b2 =Regression coefficient of X1

b2 =Regression coefficient of X2

b3 =Regression coefficient of X3

The significant impact of every single independent variable on a dependent variable is ascertained using the t test (Andi, 2011). Testing hypotheses is done with an acceptable threshold for significance (α) of 0.05, or 5%. Relying on the significant probability value, a hypothesis is either accepted or rejected. The hypothesis is deemed valid if the regression coefficient is in line with the hypothesis and its significant probability value is less than α . According to Ghazali (2018), the F test is implemented to determine if every independent variable in the model of regression has an impact on the dependent variable at the same time. The entire regression coefficient's validity is evaluated by calculating the F value and comparing it to the significance threshold. There could be a concurrent impact between the independent and dependent variables if $\text{Sig} < \alpha$ 5%. A substantial F test result indicates that each of the independent variables collaborate in order to influence the dependent variable.

III. RESULTS AND DISCUSSION

The results of this study can be presented as initial data related to the characteristics of participantss of all employees of CV. Arthenis Travel as follows:

Table 1 Characteristics of Participantss Based on Gender

Gender	Frequency	Percentage (%)
Woman	5	15
Man	28	85
<i>Total</i>	33	100

Source: processed by researchers (2024)

According to Table 1, the vast majority of CV staff members. Arthenis Travel is male, namely 28 people or 85%, while there are 5 female employees. This shows that the majority of employees are men..

Table 2 Characteristics of Participantss Based on Employee Age

Age	Frequency	Percentage (%)
17-24 Years	11	33
25-35 Years	17	52
36-45 Years	5	15
>45 Years	0	0
<i>Total</i>	33	100

Source: processed by researchers (2024)

Based on table 2, it is known that CV. Arthenis Travel employees who are 17-24 years old are 33%, the most in terms of age range. While the least age is 36-45 years old as much as 15%.

Table 3 Characteristics of Participantss Based on Education Level

Education	Frequency	Percentage (%)
High School/Vocational School	21	64
D3	7	21
S1	5	15
Total	33	100

Source: processed by researchers (2024)

Table 3 proves that the huge majority of CV. Arthenis Travel has the highest level of education at the SMA/SMK level, namely 64%. Meanwhile, the lowest education level is S1, with a percentage of 15%.

The research results obtained through questionnaires from 33 participantss can be concluded as follows:

Table 4 Participantss' Responses to Compensation Variable (X1)

No	Statement	STS	TS	N	S	SS
1	<i>The company provides salaries according to the regional minimum wage</i>	6	7	12	8	0
		18%	21%	36%	24%	0%
2	<i>I get my salary for my work every month on time.</i>	0	1	1	19	12
		0%	3%	3%	58%	36%
3	<i>The company provides incentives according to employee performance.</i>	4	4	5	11	9
		12%	12%	15%	33%	27%
4	<i>Incentives provided by the company can increase work enthusiasm at work</i>	0	1	2	12	18
		0%	3%	6%	36%	55%
5	<i>The company provides incentives if it is able to achieve the expected performance.</i>	0	5	7	14	7
		0%	15%	21%	42%	21%
6	<i>The company provides health insurance to employees.</i>	7	2	7	8	9

			21%	6%	21%	24%	27%
7	<i>The company holds a joint vacation at least once a year.</i>	1	3	9	9	11	
			3%	9%	27%	27%	33%
8	<i>I occupy a comfortable room when working.</i>	0	5	9	13	6	
			0%	15%	27%	39%	18%
9	<i>The company provides worship facilities (such as prayer rooms)</i>	0	2	4	17	10	
			0%	6%	12%	52%	30%

Source: processed primary data (2024)

Participants responses as shown in Table 4 show that the majority of participantss gave neutral responses. to the first statement about compensation, which was 12 people (36%). Participantss' responses to the second statement were mostly agreed, which was 19 people (58%). Participantss' responses to the third statement were mostly agreed, which was 11 people (33%). Participantss' responses to the fourth statement were mostly strongly agreed, which was 18 people (55%). Participantss' responses to the fifth statement were mostly agreed, which was 14 people (42%). Participantss' responses to the sixth statement were mostly strongly agreed, which was 9 people (27%). Participantss' responses to the seventh statement were mostly strongly agreed, which was 11 people (33%). Participantss' responses to the eighth statement were mostly agreed, which was 13 people (39%). Participantss' responses to the ninth statement were mostly agreed, which was 17 people (52%).

Table 5 Participantss' Responses to the Leadership Variable (X2)

No	Statement	STS	TS	N	S	SS
1	<i>My leader is able to handle emotions well</i>	0	1	2	12	18
		0%	3%	6%	36%	55%
2	<i>My boss believes in his employees' abilities.</i>	0	5	7	14	7
		0%	15%	21%	42%	21%
3	<i>My manager communicates well with all employees</i>	1	1	4	13	14
		3%	3%	12%	39%	42%
4	<i>My leader can respect the opinions of his employees</i>	1	1	4	12	15
		3%	3%	12%	36%	45%
5	<i>The leaders where I work always care about the problems faced by their employees.</i>	0	4	10	13	6

No	Statement	STS	TS	N	S	SS
		0%	12%	30%	39%	18%
6	<i>My leader provides solutions to every problem with proper direction.</i>	0	2	4	17	10
		0%	6%	12%	52%	30%
7	<i>My leader is able to motivate his members to have the determination to complete their tasks thoroughly.</i>	0	0	3	14	16
		0%	0%	9%	42%	48%
8	<i>My leader is able to encourage his members to work in a solid and harmonious team.</i>	0	0	5	12	16
		0%	0%	15%	36%	48%

Source: processed primary data (2024)

Participantss' responses as shown in Table 5 show that the majority of participantss strongly agreed. agree response to the first statement about leadership, which is 18 people (55%). Participantss' responses to the second statement were mostly agreed, which is 14 people (42%). Participantss' responses to the third statement were mostly strongly agreed, which is 14 people (42%). Participantss' responses to the fourth statement were mostly strongly agreed, which is 15 people (45%). Participantss' responses to the fifth statement were mostly agreed, which is 13 people (39%). Participantss' responses to the sixth statement were mostly agreed, which is 17 people (52%). Participantss' responses to the seventh statement were mostly strongly agreed, which is 16 people (48%). Participantss' responses to the eighth statement were mostly agreed, which is 16 people (48%).

Table 6 Participantss' Responses to the Motivation Variable (X3)

No	Statement	STS	TS	N	S	SS
1	<i>In carrying out a job, I must get the best results.</i>	0	1	7	16	9
		0%	3%	21%	48%	27%
2	<i>I feel happy when my dedication while working in this office is recognized by my superiors.</i>	0	1	12	9	11
		0%	3%	36%	27%	33%
3	<i>I am always enthusiastic in carrying out tasks with good results in order to become an outstanding employee.</i>	1	3	5	11	13
		3%	9%	15%	33%	39%
4	<i>I am excited to know how I am progressing as I complete the tasks assigned.</i>	1	0	2	15	15

			3%	0%	6%	45%	45%
5	<i>I always take the initiative so that I can always do my tasks quickly and correctly.</i>	0	1	3	13	16	
			0%	3%	9%	39%	48%
6	<i>I am able to provide good input for the progress of the company</i>	1	1	6	13	12	
			3%	3%	18%	39%	36%
7	<i>I feel responsible for the work that is my job</i>	0	1	2	13	17	
			0%	3%	6%	39%	52%
8	<i>I must be able to complete my responsibilities well</i>	0	1	6	12	14	
			0%	3%	18%	36%	42%

Source: processed primary data (2024)

Participants responses as shown in Table 6 show that the majority of participantss gave an agree response to the first statement about motivation, namely 16 people (48%). Participantss' responses to the second statement were mostly neutral, namely 12 people (36%). Participantss' responses to the third statement were mostly strongly agree, namely 13 people (39%). Participantss' responses to the fourth statement were 15 people (45%) who answered agree, and 15 people (45%) who answered strongly agree. Participantss' responses to the fifth statement were mostly strongly agree, namely 16 people (48%). Participantss' responses to the sixth statement were mostly agree, namely 13 people (39%). Participantss' responses to the seventh statement were mostly strongly agree, namely 17 people (52%). Participantss' responses to the eighth statement were mostly strongly agree, namely 14 people (42%).

Table 7 Participants' responses to performance variables (Y)

No	Statement	STS	TS	N	S	SS
1	<i>I always prioritize quality in my work</i>	0	1	7	14	11
		0%	3%	21%	42%	33%
2	<i>I do my work carefully</i>	0	2	5	14	12
		0%	6%	15%	42%	36%
3	<i>I always do my work according to the specified target</i>	0	2	9	10	12
		0%	6%	27%	30%	36%
4	<i>The work given is in accordance with my abilities</i>	0	3	5	12	13

			0%	9%	15%	36%	39%
5	<i>I can finish the work on time.</i>		0	1	9	10	13
			0%	3%	27%	30%	39%
6	<i>I always come on time</i>		2	4	9	9	9
			6%	12%	27%	27%	27%
7	<i>I am able to do the task effectively</i>		1	0	7	13	12
			3%	0%	21%	39%	36%
8	<i>I am able to complete the work without the help of others.</i>		0	1	2	13	17
			0%	3%	6%	39%	52%

Source: processed primary data (2024)

Participants responses as shown in Table 7 show that the majority of participantss gave an agree response to the first statement about performance, namely 14 people (42%). Participantss' responses to the second statement were mostly agreed, namely 14 people (42%). Participantss' responses to the third statement were mostly strongly agreed, namely 12 people (36%). Participantss' responses to the fourth statement were strongly agreed, 13 people (39%). Participantss' responses to the fifth statement were mostly strongly agreed, namely 13 people (39%). Participantss' responses to the sixth statement were 9 people (27%) who chose strongly agree, 9 people (27%) who answered agree, 9 people (27%) who chose neutral, the rest answered disagree and strongly disagree. Participantss' responses to the seventh statement were mostly strongly agreed, namely 13 people (39%). Participantss' responses to the eighth statement were mostly strongly agreed, namely 17 people (52%).

The results of the validity test that have been processed by the researcher can be presented as follows :

Table 8 Compensation Validity Test Results (X1)

Statement	r-count	r-table	Information
COMP 1	0.530	0.344	valid
COMP 2	0.550	0.344	valid
COMP 3	0.773	0.344	valid
COMP 4	0.622	0.344	valid
COMP 5	0.677	0.344	valid
COMP 6	0.716	0.344	valid
COMP 7	0.560	0.344	valid

<i>COMP 8</i>	0.478	0.344	<i>valid</i>
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<i>COMP 9</i>	0.471	0.344	<i>valid</i>
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Source: SPSS 26 processing data (2024)

According to table 8 findings, all compensation indices have calculated r values over the table's r of 0.344. This suggests that all claims for the compensation variables are credible and can proceed with additional testing.

Table 9 Results of Leadership Validity Test (X2)

<i>Statement</i>	<i>r-counting</i>	<i>r-table</i>	<i>Finding</i>
<i>CHAPTER 1</i>	0.596	0.344	<i>valid</i>
<i>CHAPTER 2</i>	0.579	0.344	<i>valid</i>
<i>CHAPTER 3</i>	0.680	0.344	<i>valid</i>
<i>CHAPTER 4</i>	0.688	0.344	<i>valid</i>
<i>CHAPTER 5</i>	0.549	0.344	<i>valid</i>
<i>KEP 6</i>	0.598	0.344	<i>valid</i>
<i>CHAPTER 7</i>	0.689	0.344	<i>valid</i>
<i>KEP 8</i>	0.769	0.344	<i>valid</i>

Source: SPSS 26 processing data (2024)

It is evident from Table 9 data that every leadership indicator has a computed r value of 0.344, which is higher than the amount of r table. Consequently, One could state that each and every claim about the leadership aspect has been deemed legitimate and is eligible to proceed to the following testing phase.

Table 10 Results of Motivation Validity Test (X3)

<i>Statement</i>	<i>r-count</i>	<i>r-table</i>	<i>Outcome</i>
<i>MTV 1</i>	0.721	0.344	<i>valid</i>
<i>MTV 2</i>	0.828	0.344	<i>valid</i>
<i>MTV 3</i>	0.854	0.344	<i>valid</i>
<i>MTV 4</i>	0.682	0.344	<i>valid</i>
<i>MTV 5</i>	0.741	0.344	<i>valid</i>
<i>MTV 6</i>	0.692	0.344	<i>valid</i>

<i>MTV 7</i>	0.616	0.344	<i>valid</i>
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<i>MTV 8</i>	0.750	0.344	<i>valid</i>
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Source: SPSS 26 processing data (2024)

Table 10 results indicate that each of the motivation factors obtained r values larger than the table r of 0.344. This suggests that any of the motivation variables' assertions are credible and can proceed with additional testing.

Table 11 Results of Performance Validity Test (Y)

<i>Statement</i>	<i>r-count</i>	<i>r-table</i>	<i>Information</i>
<i>KNRJ 1</i>	0.674	0.344	<i>valid</i>
<i>KNRJ 2</i>	0.807	0.344	<i>valid</i>
<i>KNRJ 3</i>	0.808	0.344	<i>valid</i>
<i>KNRJ 4</i>	0.712	0.344	<i>valid</i>
<i>KNRJ 5</i>	0.843	0.344	<i>valid</i>
<i>KNRJ 6</i>	0.599	0.344	<i>valid</i>
<i>KNRJ 7</i>	0.756	0.344	<i>valid</i>
<i>KNRJ 8</i>	0.517	0.344	<i>valid</i>

Source: SPSS 26 processing data (2024)

It is shown in Table 11 data that each performance measure has a computed r value of 0.344, which is higher than the r table. Therefore, it is possible to said that all of the motivation variable's claims are deemed credible and can proceed to the following testing phase.

The reliability test results that have been processed by researchers can be presented as follows:

Table 12 Reliability test results

<i>Variable Name</i>	<i>Croanbach Alpha Value</i>	<i>Information</i>
<i>X1</i>	0.772	<i>reliable</i>
<i>X2</i>	0.787	<i>reliable</i>
<i>X3</i>	0.878	<i>reliable</i>
<i>Y</i>	0.858	<i>reliable</i>

Source: SPSS 26 processing data (2024)

It is evident from the reliability test table just above that each assertion in the questionnaire had a Cronbach's Alpha score greater than 0.7. Thus, the reliability of the questionnaire utilized in this study can be inferred.

In this study, the Kolmogorov-Smirnov methodology or a visualization method can be used to examine whether or not the data is regularly distributed.

Table 13 Normality Test Output

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
<i>N</i>		33
Normal Parameters	Mean	.0000000
	Std. Deviation	1.34684872
Most Extreme Differences	Absolute	.179
	Positive	.080
	Negative	-.179
Kolmogorov-Smirnov Z		1,026
Asymp. Sig. (2-tailed)		.244

a. Test distribution is Normal.

Source: SPSS 26 processing data (2024)

The Kolmogorov-Smirnov test indicates that a significant value of $0.244 > 0.05$ is present for every single variable. Every bit of information is evenly distributed, as demonstrated by this.

Instead of being random, the inefficiencies that arise in heteroscedasticity have a predictable relationship based on the extent of a variety of variables. According to the outcomes of the processing of data, the preceding image displays the Scatterplot findings:

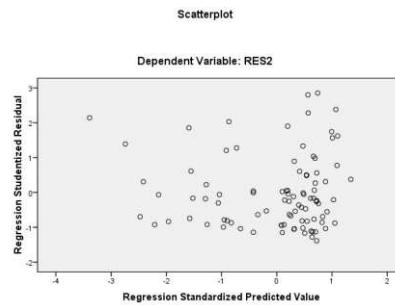


Figure 1 Scatter plot graph

Source: SPSS 26 processing data (2024)

The hypothesis that managerial oversight, motivation, and compensation have an impact on performance among workers is tested using the multiple linear analysis technique.

Table 14 Multiple Linear Regression Test

Coefficients ^a						
		Unstandardized Coefficients	Standardized Coefficients			
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	6.188	.677		9.137	.000
	Compensation	-.093	.046	-.084	-2.011	.045
	Leadership	1.218	.060	.936	20.445	.000
	Motivation	.044	.009	.117	4.943	.000

a. Dependent Variable: Performance

Source: SPSS 26 processing data (2024)

From the table above, the following equation is obtained:

$$Y = 6.188 - 0.093X1 + 1.218X2 + 0.044X3$$

Information :

Y = Employee performance

X1 = Compensation

X2 = Leadership

X3 = Motivation

The following conclusions are worthy of being drawn from the regression model's aforementioned results: 6.188 is a positive steady number. These findings suggest that Leadership (X2), Motivation (X3), and Compensation (X1) all have an effect on Performance (Y). At the present time, the Compensation Variable (X1) shows a positive effect on productivity (Y) with a negative coefficient of -0.093 and a statistically significant level of $0.045 < 0.05$. The leadership factor (X2) has a positive effect on Y, raising it by 1.218, according to the statistically significant threshold of $0.000 < 0.05$ and the affirmative level of 1.218. Additionally, the Motivation variable (X3) shows that it is beneficially affecting Y, enhancing it by 0.044, with a positive threshold of 0.044 and a statistically significant condition of $0.000 < 0.05$.

When testing hypotheses, a significance level (α) of 5% or 0.05 is used. A significant estimate of probability serves as the basis for determining whether an assumption should be accepted or rejected. If the coefficient of the regression is in agreement with the proposed theory and the statistically significant likelihood ratio is less than α , then the hypotheses is deemed acceptable. In this research, the amount of data used was 33 participantss, so the t table value for 33 participantss was 2.045.

Table 15 Partial t-Test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
I	(Constant)	6.188	.677		9.137	.000
	Compensation	-.093	.046	-.084	-2.011	.045
	Leadership	1.218	.060	.936	20.445	.000
	Motivation	.044	.009	.117	4.943	.000

a. Dependent Variables: Performances

Source: SPSS 26 processing data (2024)

Compensation variable (X1) indicates the computed t score is underneaths the t table, particularly $-2.011 < 2.045$, constructed on the t test findings. This indicates that the performance of workers (Y) at CV. Arthenis Travel is not significantly and favorably impacted by the remuneration variable. The managerial variable (X2) demonstrates that the computed t value, $20.445 > 2.045$, is higher than the t table. This suggests that performance of employees (Y) at CV. Arthenis Travel is significantly and favorably impacted by the managerial variable. The computed t value for the motivational variable (X3) is higher than the t table, specifically $4.943 > 2.045$. Performance of employees (Y) at CV. Arthenis Travel is therefore positively and significantly impacted by the motivation variable, at least in its completion.

Using the F test parameters derived from the ANOVA table, the aforementioned tests of hypotheses findings, as presented in the following table:

Table 16 Simultaneous Test Results (F Test)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
I	Regression	132,424	3	44.141	122,093	.000a
	Residual	10,485	29	.362		
	Total	142,909	32			

a. Predictors: (Constant), Motivation, Compensation, Leadership

b. Dependent Variable: Performance

Source: SPSS 26 processing data (2024)

The computed F value is 122.093 alongside a significant threshold of 0.000, as can be seen from the accompanying table. The F table result and this test parameter score should be contrasted. The F table value is 2.93 when $\alpha = 0.05$, df1: 3, and df2: nk-1 (33-3-1) = 29 are present. At the margin of error level of 5% ($\alpha = 0.05$), it was determined rejecting H_0 and accepting H_a since the computed F value (122.093) is higher than the F table

(2.93). Therefore, at a level of confidence of 95%, it can be said that motivation, management, and compensation all significantly impact performances at the same time.

Research conducted by Febriani & Utomo, nd(2022) shows that the compensation given by management to employees have a major effect on the business's accomplishment. Therefore, the study shows that are different from the current research, where the compensation The performance of workers is not essentially and favorably affected by this variable (Y). at CV. Arthenis Travel. This difference can be initiated by some factors that effected research results. Meanwhile, research conducted by Bohalima (2024) shows that leadership variables influence employee performance variables. It is the same as the results of the current study where the Performance among workers is positively and significantly impacted by leadership variables. (Y) CV. Arthenis Travel. The results of the study conducted Performance among workers has been positively affected by enthusiasm, as demonstrated by Nurhalizah and Oktiani (2024). This conclusion is consistent with the current study's findings, which show that staff performance (Y) is greatly and positively affected by a motivational variables. CV. Arthenis Travel.

IV. CONCLUSION

According to the t test outcomes, there's no significant or beneficial effect of the partially compensated variable on CV performance among employees. Arthenis Journey. The leadership component, on the other hand, significantly and substantially improves CV staff performance. Arthenis Travel. The motivation component, which likewise has a favorable and noteworthy impact on CV staff performance, is comparable. Arthenis Journey. Additionally, the F test findings concurrently demonstrate that motivations, leadership, and compensation all significantly and favorably impact CV worker performance. Arthenis Journey.

ACKNOWLEDGMENTS

We want to convey our appreciation to all parties for the implementation of this research, especially to the research objects, namely the management and staff of CV. Arthenis Travel who have given us the opportunity to conduct this research.

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