The Influence of Leadership, Motivation, and Compensation on Employee Performance at PT. LG Electronics

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ABSTRACT

This study aims to determine whether leadership, motivation and compensation an influence positive on the performance of employees of PT. LG Electronics.. The population in this study were all employees of PT. LG Electronics totaled 40 people. The sampling technique in this study is a census technique because the population is small. Thus, the number of samples in this study were 40 respondents. The method of analysis in this study is multiple linear regression and hypothesis testing using SPSS version 25. The results obtained by leadership influence positive and significant on employee performance motivation and compensation an influence positive and significant on the performance of employees of PT. LG Electronics. It is recommended to add or expand the sample in further research so as to obtain results that are more representative of the overall situation of employees. The next research period was enlarged to obtain a larger number of samples.

Keywords: Leadership, Motivation, Compensation, Employee Performance

INTRODUCTION

Human resources are one of the key factors in an organization or company (Fajri et al., 2021; Gazali et al., 2022; Habibi et al., 2022; Putri et al., 2023; Y. Sari et al., 2022). Because of it Human resources must be dealt with efficiently to increase effectivity and efficiency of an organization, as one of the functions in a company as one of the functions in a company known as human resources management is an important element in organization and companies (Marwansyah,2016).

LG Electronic Pekanbaru LLC is one of the companies in Indonesia that owns 4 business unit, which are: Home Entertainment, Mobile Communication, Home Appliance & Air Solution, dan Vehicle parts. Within Home appliance and Air solution contains a few types of products 9 of which is produced by LG Electronics Indonesia, being Refrigerator, Washin machine, Dish washer, cooking utensils, Vacuum cleaner, built-in equipment, AC, Air purifier and more.

It is necessary for company to watch over employee performance because employees are their asset and work force contributing to a company's goal (Akmal et al., 2023; Elfita et al., 2022; Kersiati et al., 2023; Prasetya et al., 2023; Yarmanelis et al., 2022). Employee performance is the result of a person's or group in a company, which is achieved in their task and responsibility towards an occupation.

LITERATURE REVIEW

Theoretical basis

Human resources management

Manajemen comes from the English language, Management, which came from the word "To manage" meaning to organize and manage. The word manage itself comes from the Italian word, *maneggio* adopted from the Latin word *Maneggiare*. According to Panjaitan (2017) management is the knowledge and art of managing usage of human resources and other resources effectively and efficiently to reach a certain goal. This definition explains that management is the knowledge and art in which in practice a manager must look for a way to capitalize on the resources they own effectively and efficiently to reach a company's goal (Ansorimal et al., 2022; Hidayat et al., 2022; Imarni et al., 2022; Marliza et al., 2022; Napitupulu et al., 2021).

Human resource management is the capitalization of human resources inside an organization done through means of human resource planning, planning and career development, compensation and welfare, occupational health and safety dan industrial relations (Al-Somaidaee et al., 2023; Juprizon et al., 2022; Lasrya et al., 2021; Lumbantoruan et al., 2021; Saputro et al., 2022). Planning and implementation of these functions must be supported with careful analysis within work assessment (H. P. Panjaitan et al., 2023; M. Panjaitan et al., 2023; Putra et al., 2023; S. I. Sari et al., 2022; Suyono, Firnando, et al., 2022). Human resource management is a confession to the importance of human resources or labor inside an organization, dan its utilization in various functions and activities to achieve organizational goals. (Hasibuan & Hasibuan, 2021).

Employee performance

Performance is the behavior of a person which results in specific work results after fulfilling a few conditions (Lukman et al., 2022; Nasution et al., 2022; Rusilawati, 2023; Rusilawati et al., 2023; Walettina & Anton, 2022). Performance is a work result in qualitative and quantitative manner achieved by an employee in carrying out his work as his responsibility given to them (Andi et al., 2023; Hutabarat, 2024; Purnama et al., 2024; Purnama, Diana, et al., 2023; Sinaga, 2024). Kinerja is a translation of performance which means the result of an employee, a management process or an organization as a whole, where the work results must be shown concretely and can be measured (compared to predetermined standards (Prasetyo, 2015).

Performance is about doing the work and the results achieved from the work (Anton et al., 2023; Estu, Sella, et al., 2023; Hasna et al., 2023; Kumalasari & Endiana, 2023; Tjahjana et al., 2023). Performance appraisal is a systematic study of employee working conditions carried out formally which is linked to work standards that have been determined by the company (Anggreani et al., 2023; Eddy et al., 2023; Estu, Rahayu, et al., 2023; Purnama, Ericca, et al., 2023; Suhardjo, 2023). Apart from that, performance as a measurement and evaluation system, influences attributes related to employee work, behavior and output as well as level of performance (Hanapiah, 2023; Imron et al., 2024; Nurtamara et al., 2023; Purnama, 2023; Rostania et al., 2023). Attendance to determine the level of employee performance at that time (Nyoto et al., 2023; Renaldo et al., 2021; Renaldo, Jollyta, et al., 2022; Renaldo, Putra, et al., 2022; Suhardjo et al., 2022). In practice, performance evaluation uses and evaluation tool, in the form of providing comments in a form whose contents relate to a leader observing employees about the work itself (such as daily, weekly, monthly, quarterly, semi-annual or annual evaluations) which are carried out continuously through a process (Renaldo, Linda, et al., 2023; Renaldo, Rusli, et al., 2023; Suhardjo et al., 2023; Suyono et al., 2023; Suyono, Renaldo, et al., 2022). Communication between employees and leaders (Ardhianti & Susanty, 2020).

Employee performance indicators

According to (Gede & Piartini, 2018) there are 4 performance indicators, those being (1) work quality which means how well does an employee do the job they're supposed to do. (2) Work quantity which means how long does an employee work in a day. Work quantity can be observed through work speed of each employee (3) work implementation is how far can an employee perform their job with accuracy or without any mistakes. (4) Responsibility is the consciousness of an employee's obligation to perform a task given by the company.

Leadership

Leadership is the capability to influence a group to achieve a vision or a series of previously set goal (Robbins & Judge, 2015) Leadership is an activity process of someone to move others through leading, guiding and influencing other to do something so a goal is achieved as expected (Sutrisno,2016) Leadership is a process in which someone or another (group team), inspiring, motivating, and pointing direct their activity to achieve goals and objectives (Ariska, 2019).

Leadership is the art of influencing others so they are willing to cooperate based on their capability to provide guidance and direction to achieve the goals desired by the group. A leader is someone with leadership authority who directs his subordinates to do part of their work to achieve organizational goals. Leadership is based more on an intention to play a role in influencing and directing effectively so that organizational goals are achieved well (gede and partini 2018).

Leadership theory

Leadership as a process to influence others be it inside an organization or outside organization to achieve expected goals with certain situation and condition. This often Involves various powers such as threats, rewards, authority and persuasion. From the theoretical aspect, several categories of leadership theory can be found, namely trait, behavioral and situational leadership (syarifuddin, 2004).

Factors that influence leadership

(Hasni et al., 2020) Factors that influence leaderships are (1) ability, (2) Personality, (3) Experience, (4) Intellectual, (5) Work environment.

Leadership indicators

The leadership indicators according to (Lotje et al., 2018) are as follows: (1) caring and valuing employees. Showing appreciation to subordinates is an effective motivator in boosting team member's morale. Praise and recognition, even for small achievements, make team members feel valued. As a result, performance improvement continues to rise. (2) integrity. It means doing what you say. Integrity makes others trust that you are reliable and capable of leading your "followers" to the top position. Integrity involves keeping your promises (3) wisdom. A wise leader can turn the negative aspects of team members into a positive strength that can advance the team. (4) providing guidance and support. Leaders are those who regularly provide the guidance and support needed to achieve a goal. Providing guidance and support also means paying attention to what team members are doing. Offering advice and specific guidance's especially when facing difficult situations. (5) being fair. This is crucial so that every team member knows that they're not overlooked, and each of them is important. Being fair does not mean dividing time and attention equally among every member but rather giving fair attention and treatment as appropriate to each team member

Motivation

Motivation is the root word of the Latin *movore*, which means motion or the urge to move. Motivation in English comes from the word motive which means motion or reason. Motivation in Indonesian is the effort that drives someone to do something. Motivation can be said to be a driving force from within the subject to carry out certain activities to achieve goals. This motivation is the basis for the word motivation which can be interpreted as a driving force that has become active (Uno, 2012).

Motivation is the result of a person's interaction with certain situations he faces. That is why there are differences in the strength of motivation shown by a person in facing certain situations compared to other people who face the same situation. Even different situations and at different times. Speaking of motivation. motivation as a process that produces an individual's intensity, direction and perseverance in an effort to achieve a goal (Riyono, 2010).

Motivation Indicators

Indicators of business motivation according to (Kadji, 2012) as follows: (1) Responsibility. Have a high personal responsibility for their work. (2) Work Achievement. Doing something / work as well as possible. (3) Opportunities for Advancement. Desire to get a fair wage according to work. (4) Recognition of Performance. Desire to get higher wages than usual. (5) Challenging work. The desire to learn to master his work in his field.

Compensation

According to Mellasanti & Ingsih (2017), compensation is what employees receive in exchange for their contributions to the organization. Ramadhani (2019) suggests that compensation is calculated based on job evaluation. The calculation of compensation based on job evaluation is intended to obtain compensation that is close to feasibility and fairness. Because if compensation is felt to be inappropriate and unfair by employees, it is possible that it is a source of social jealousy.

According to Permadi & Suana (2017), compensation is something that employees receive in exchange for their service contributions to the company. Thus, compensation means not only in financial form such as direct in the form of salaries, wages, commissions, and bonuses and indirect in the form of insurance, social assistance, leave money, pensions, education, and so on but also in non-financial forms. This form is in the form of work and work environment in the form of working conditions, status and policies.

Compensation Indicators

According to Simamora, compensation indicators are as follows: (1) Wages and Salaries. Wages relate to hourly rates. Wages are a pay basis that is often used for production and maintenance workers. Salaries generally apply to weekly, monthly, and annual pay rates. (2) Incentives. Incentives are additional compensation above or beyond salary or wages provided by the organization. (3) Benefits. Benefits are health and life insurance, company-paid vacations, pension plans, and other benefits related to the employment relationship. (4)

Facilities. Facilities are facilities and infrastructure prepared by the company to support the smooth running of employees at work. Such as a comfortable room, large parking lot and so on.

Hypothesis Formulation

According to Ghozali (2017) the t statistical test basically shows how far the influence of one independent variable individually in explaining the dependent variable. Testing is carried out using a significance level of 0.05. Acceptance or rejection of the hypothesis is done with the following criteria:

a. If the significant value> 0.05 then the hypothesis is rejected (the regression coefficient is not significant). This means that partially the independent variable has no significant effect on the dependent variable.

b. If the significant value <0.05 then the hypothesis is rejected (regression coefficient is significant). This means that simultaneously the four independent variables have a significant influence on the dependent variable (Ghozali, 2017).

The Effect of Leadership on Employee Performance

Leadership is the art of influencing others to cooperate based on the person's ability to provide guidance and direction in order to achieve the goals desired by the group. A leader is someone with leadership authority who directs subordinates to do part of their work in achieving organizational goals. Leadership is more based on an intention to perform a role in influencing and directing effectively so that organizational goals are achieved properly (Gede & Piartini, 2018).

Leadership in an organization has goals that it wants to achieve well. This goal can be synergized with the performance realized by employees in the organization. Employee performance can present leadership in an organization (Hasni et al., 2020). This opinion is reinforced by Isvandiari & Idris (2018), Saputri & Andayani (2018), and Thamrin et al., (2020), who found that leadership has a positive and significant effect on employee performance.

H1: Leadership has a positive effect on Employee Performance of PT LG Elektronik

Effect of Motivation on Employee Performance

Motivation is a driving factor or encouragement that can trigger a sense of enthusiasm and also be able to change human or individual behavior towards something better for themselves. Motivation can be said to be a driving force from within the subject to carry out certain activities to achieve goals. The motive is the basis for the word motivation which can be interpreted as a driving force that has become active (Uno, 2012).

In research conducted by Yanti Mayasari Ginting, Teddy Chandra, Melan Susanty Purnamasari, Megiwati in 2023. The results of this study state that work motivation has no significant effect on job satisfaction. The results of this study also state that work motivation has a significant effect on teacher performance.

H2: Motivation has a positive effect on Employee Performance of PT. LG Elektronik

Effect of Compensation on Employee Performance

According to Permadi & Suana (2017), compensation is something that employees receive in exchange for their service contributions to the company. Thus, compensation means not just in financial form such as direct salary, wages, commissions, and bonuses and indirect insurance, social assistance, leave, pension, education, etc. but also in non-financial form. This form is in the form of work and work environment in the form of working conditions, status and policies.

Compensation is a form of reward that employees receive and contributes to the achievement of employee goals. Achieving employee goals is associated with the performance performed. Employee performance is inseparable from the compensation received (Permadi & Suana, 2017). This opinion is reinforced by Sutisna & Suwandi (2019), Thamrin et al., (2020), and Isvandiari & Idris (2018), finding that compensation has a positive and significant relationship to employee performance.

H3: Compensation has a positive effect on employee performance of PT LG Elektronik.

Framework of Thought

This research was conducted on the basis of previous research on leadership, motivation, compensation and employee performance can be done through the following framework:
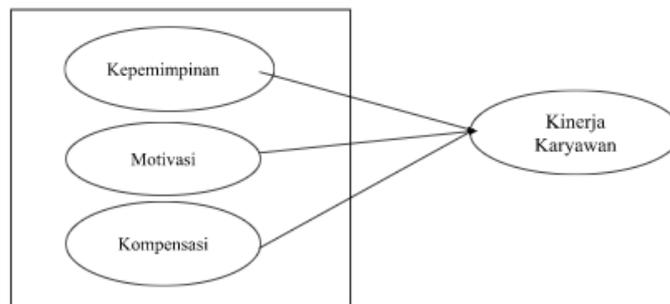
Picture 1. Frame of thought

RESEARCH METHODS

Place and time of research

The place of this research will be PT LG Electronics which is located at Jl. Riau No.2D, Tampan, Payung Sekaki, Pekanbaru. The research time starts from August 1 to February 18, 2023.

Population and Sample

According to Sugiyono (2017), population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees of PT LG Elektronik totaling 40 people. The sampling technique in this study was the census technique because the population was small. So that researchers take the same number of samples as the population or what is called a census. Thus, the sample is the number that represents the population that will be the research respondent. So, the sample in this study were all employees of PT LG Elektronik, totaling 40 people.

Operational Research Variables

The operational variables in this study can be seen in table 1 as follows:

Table 1. Operational Variabel

Number	Variable names	Indicator	Statement	Scale
1	Leadership	1. Care and respect for employee 2. Integrity 3. Thoughtful 4. Provide direction and support 5. Be fair Source: Pamungkas (2011)	a. Leaders will participate employees if they are able to demonstrate their work abilities and skills. b. Leaders in making decisions always leave it to employees to decide. c. Leadership will be effective if the leader has high work readiness. d. Leadership will be effective if the leader has maturity in thinking. e. Leaders before giving work activities, instruct specifically to employees. f. Leaders provide support to employees for work enthusiasm. g. Leaders be fair to employee. h. Leaders don't discriminate against employees in giving orders to carry out task	Likert
2	Motivation	1. Responsibility 2. Work achievement 3. Opportunities for advancement 4. Recognition of	a. Employees have high personal responsibility for work. b. Employees do their job to the best of their ability. c. Employees show achievement at	Likert

Number	Variable names	Indicator	Statement	Scale
		performance 5. Challenging task Source: Kadsi (2022)	work. d. Employees have targets at work to achieve company goals. e. There are opportunities to advance at work. f. Employees make innovations at work. g. There is a desire to get recognition at work. h. Recognition of performance is done so that the wages or salaries earned are higher than usual. i. Employees like challenging work. j. Employees do work using their own methods that make work easier.	
3	Compensation	1. Wages and salaries 2. Incentive 3. Benefits 4. Facility Source: Simamora (2015)	a. Appropriateness of wages and salaries given to the field of work. b. Wages and salaries are based on employee performance. c. Provision of incentives is adjusted to performance. d. Incentives are given regularly every month to employees. e. There are allowances given to employees because of certain commemorative days. f. Allowances given in the form of money or goods. g. The company provides adequate facilities for work h. The company meets the infrastructure needs of employees at work	Likert
4	Employee performance	1. Work quality 2. Work quantity 3. Task execution 4. Responsibility Source: Anwar Prabu Mangkunegara (2013)	a. Employees perform tasks to the best of their ability. b. In carrying out work activities, employees always use input provided by superiors and coworkers. c. The purpose of carrying out work activities carried out by employees is to produce as much work output as possible. d. The work results produced meet the performance requirements within the company e. Employees can complete the tasks assigned by the leadership properly. f. Implementation of work activities in accordance with planned needs. g. Employees are always responsible for the job description that has been determined. h. Employees complete tasks in accordance with predetermined targets.	Likert

Data collection methods and data analysis technique

To obtain relevant data that supports the achievement of the objectives set previously in the implementation of this study, data collection techniques are used with a questionnaire. The method of analysis in this study is multiple linear regression and hypothesis testing using SPSS version 25 used to test the effect of leadership, motivation and communication simultaneously has an influence on the performance of employees of PT LG Elektronik.

Characteristics of Research Respondents

Analysis of respondent characteristics is used to provide an overview of respondents based on gender, age and education level. An overview of the characteristics of respondents can be seen in the following table:

Table 2. Characteristics of respondents

Characteristics	Category	Amount	%
Gender type	Men	21	52,5
	Women	19	47,5
Age group	17-25 years old	10	20,8
	26-35 years old	22	60,4
	36-45 years old	8	18,8
Education of level	Bachelor degree	17	42,5
	High school	23	57,5
Total		40	100

Table 2 shows that most of the respondents, namely employees of the LG company. Electronics company employees are male as many as 21 people or 52.1%. The majority of respondents are in the early adult age category, namely 26-35 years old as many as 29 people or 60.4% and most respondents have a high school education as many as 23 people or 57.5%.

Data Analysis

Validity and Reliability Test

To test the questionnaire as a research instrument, validity and reliability tests were used. An instrument is said to be valid if it is able to measure what it wants to measure and can reveal data from the variables studied permanently. While the results of the reliability test are used to determine whether the research instrument used can be used many times at different times. The results of the validity and reliability tests using SPSS version 25 in detail can be seen in the following:

Table 3. Validity Test

Variable	Statement items	R count	r table	Cronbach's alpha	Standard
Leadership (X1)	X1.1	0,599	0,263	0,826	0,600
	X1.2	0,257	0,263		
	X1.3	0,632	0,263		
	X1.4	0,586	0,263		
	X1.5	0,407	0,263		
	X1.6	0,435	0,263		
	X1.7	0,506	0,263		
	X1.8	0,278	0,263		
	X1.9	0,565	0,263		
	X1.10	0,468	0,263		
	X1.11	0,366	0,263		
	X1.12	0,345	0,263		
	X1.13	0,426	0,263		
	X1.14	0,512	0,263		
	X1.15	0,555	0,263		
Motivation (X2)	X2.1	0,526	0,263	0,863	0,600
	X2.2	0,482	0,263		
	X2.3	0,462	0,263		

Variable	Statement items	R count	r table	Cronbach's alpha	Standard
	X2.4	0,520	0,263		
	X2.5	0,433	0,263		
	X2.6	0,499	0,263		
	X2.7	0,437	0,263		
	X2.8	0,441	0,263		
	X2.9	0,412	0,263		
	X2.10	0,609	0,263		
	X2.11	0,368	0,263		
	X2.12	0,456	0,263		
	X2.13	0,389	0,263		
	X2.14	0,465	0,263		
	X2.15	0,376	0,263		
	X3.1	0,604	0,263		
	X3.2	0,474	0,263		
	X3.3	0,563	0,263		
	X3.4	0,479	0,263		
	X3.5	0,415	0,263		
	X3.6	0,592	0,263		
	X3.7	0,456	0,263		
Compensation (X3)	X3.8	0,339	0,263	0,834	0,600
	X3.9	0,566	0,263		
	X3.10	0,405	0,263		
	X3.11	0,364	0,263		
	X3.12	0,442	0,263		
	X3.13	0,384	0,263		
	X3.14	0,418	0,263		
	X3.15	0,525	0,263		
	Y.1	0,600	0,263		
	Y.2	0,691	0,263		
	Y.3	0,667	0,263		
	Y.4	0,544	0,263		
Employee Performance (Y)	Y.5	0,691	0,263	0,845	0,600
	Y.6	0,600	0,263		
	Y.7	0,764	0,263		
	Y.8	0,577	0,263		
	Y.9	0,692	0,263		
	Y.10	0,789	0,263		

Based on table 3 above, it shows that all statement items for all variables have a correlation value greater than 0.263 and an alpha coefficient greater than 0.600. Thus, it means that the statement items on the leadership, motivation, compensation and employee performance variables are valid and reliable for further testing.

Classical Assumption Test

Normality Test

Normality testing of research data is to test whether in the statistical model the research variables are normally or abnormally distributed. A good regression model is to have a normal or near normal distribution. To determine normally distributed data, it can be seen from the histogram and normal probability plot. How to test the normality of the data by looking at the histogram, which compares the observed data with a distribution that is close to normal as shown below:
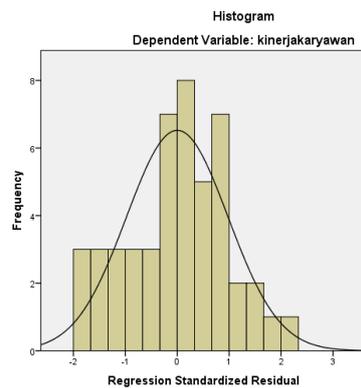
Picture 2. Normality test

Based on the histogram graph, the data is said to be normally distributed if the data is not outside the outliers (data cannot be outside -3 to 3). By looking at the histogram graph display above, it can be concluded that the data is not extreme or nothing is outside the outliers (outside the outliers -3 or +3). So, it can be concluded that the histogram graph provides a distribution pattern that is close to normal.

Multicollinearity Test

Multicollinearity indicates whether there is a high correlation between independent variables. To detect the presence or absence of multicollinearity symptoms between independent variables, the Variance Inflation Factor (VIF) is used. Data is said to be free from multicollinearity problems if the Variance Inflation Factor (VIF) value> 10. The following is the Variance Inflation Factor (VIF) value of the independent variables in this study.

Table 3. Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	0,890	1,124
	Motivation	0,996	1,004
	Compensation	0,892	1,121

From the table above, it can be seen that the VIF value of the research independent variables is <10, which indicates that there is no multicollinearity in this research model. Then the multicollinearity assumption has been met.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. The way to detect the presence or absence of heteroscedasticity is to look at the plot graph between the predicted value of the dependent variable (ZPRED) and its residuals (SRESID). The basis for decision making, if the distribution of standardized residual values does not form a certain pattern but appears random, it can be said that the regression model is homogeneous or does not contain heteroscedasticity. More details can be seen from the following picture:
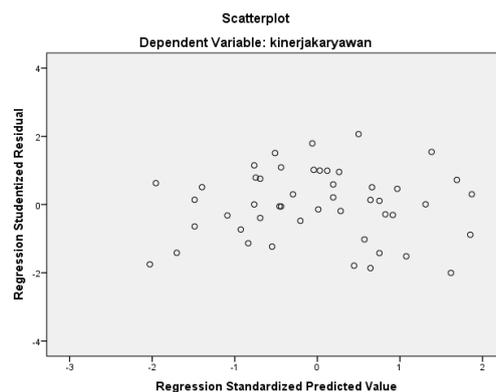
Picture 3. Heteroscedasticity Test

Based on the picture above, the dots don't form any kinds of pattern and it seems random, so it can be concluded that the regression model does not contain heteroscedasticity or is homogeneous.

Coefficient of Determination

Simultaneously the independent variables of leadership, motivation and compensation have a significant effect on employee performance. The results of testing the coefficient of determination can be seen in the table below:

Tabel 4 Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,422ª	0,778	0,709	2,48491	1,571
a. Predictors: (Constant), Compensation, motivation, leadership					
b. Dependent Variable: total employee performance					

In the model summary table above, it can be explained that the correlation coefficient (R) of 0.709 is close to the value of 1, meaning that the relationship between leadership, motivation and compensation variables on employee performance is very close. The correlation is positive, meaning that if the value of the independent variable increases, it is responded to by an increase in the value of the dependent variable. The coefficient of determination (R^2) of 0.778 means that 77.8% of employee performance is explained by leadership, motivation and compensation. Compensation. While the remaining 22.2% can be explained by other variables or other factors that are not included in this model or regression equation.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of leadership, motivation and compensation on employee performance can be seen from the complete multiple linear regression analysis summarized in the following table:

Table 5. Multiple linear regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	26,836	12,086	
	Leadership	0,213	0,104	0,328
	Motivation	0,033	0,114	0,043
	Compensation	0,285	0,116	0,394

The values in the output above are then entered into the multiple regression equation as follows:

$$Y = 26.836 + 0.213X1 + 0.033X2 + 0.285X3 + e$$

The numbers in the above equation are as follows: (1) The constant value of 26.836 means that if leadership, motivation and compensation are worth 0 (zero) then employee performance is worth 26.836. (2) The value of the leadership variable is 0.213, it means that every increase in leadership by 1 will increase employee performance by 0.213, assuming the value of leadership is constant. (3) The value of the motivation

variable is 0.033, it means that every increase in motivation by 1 will increase employee performance by 0.033, assuming the value of motivation is constant. (4) The value of the compensation variable is 0.213, it means that every increase in compensation by 1 will increase employee performance by 0.284, assuming the compensation value is constant.

Hypothesis Testing

Simultaneous Test (F Test)

The F test is conducted to determine whether all independent variables, namely leadership, motivation and compensation that are included in the model, have a joint influence on employee performance. To find out the effect can be seen in the table below:

Table 6. F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	48,107	3	16,036	4,597	.037
Residual	222,293	36	6,175		
Total	270,400	39			
a. Dependent Variable: kinerjakaryawan					
b. Predictors: (Constant),Compensation, Motivation, Leadership					

From the ANOVA test or F test, the significance value is 0.037. because the significance value is smaller than 0.05. The hypothesis is accepted, meaning that leadership, motivation, compensation simultaneously affect employee performance.

Partial Test (t Test)

The t test is used to determine the partial effect of each independent variable on the dependent variable. This test is done by looking at the significant level of each variable. If the significance <0.05 then the hypothesis is accepted and if the significance > 0.05 then the hypothesis is rejected. The results of the t test on the research variables are as follows:

Table 7. Uji t

Model	t	Sig.	Uji t
1 (Constant)	2,220	0,033	(+)
Leadership	2,145	0,028	(+)
Motivation	2,287	0,036	(+)
Compensation	2,461	0,019	(+)
a. Dependent Variable: Employee performance total			

Based on the analysis results in the table above, it can be seen the effect between the independent variables partially on the dependent variable in the following description: (1) Testing the First Hypothesis (H1). The leadership variable has a t value of 2.145 with a significance probability of 0.028. The value of t count> t table (2.02) and significance less than 0.05, this indicates that the leadership variable has an effect at the 5% level. This explains the relationship between leadership and employee performance. It can be concluded that the first hypothesis (H1) is accepted because the leadership variable affects employee performance. (2) Second Hypothesis Testing (H2). The motivation variable has a t value of 2.287 with a significance probability of 0.036. The value of t count> t table (2.02) and significance less than 0.05, this indicates that the motivation variable has an effect at the 5% level. This explains the relationship between motivation and employee performance. It can be concluded that the first hypothesis (H1) is accepted because the motivation variable affects employee performance. (3) Third Hypothesis Testing (H3). The compensation variable has a t value of 2.145 with a significance probability of 0.028. The value of t count> t table (2.02) and significance less than 0.05, this indicates that the compensation variable has an effect at the 5% level. This explains the relationship between compensation and employee performance. It can be concluded that the first hypothesis (H1) is accepted because the compensation variable affects employee performance.

Discussion of Research Results

The Effect of Leadership on Employee Performance

The results showed that there is an influence between work leadership on employee performance. So that the hypothesis stating the influence between leadership on employee performance is accepted. This means that the better leadership provided by the company, it will affect employee performance in enjoying their work. With the proof of the research results, how conducive leadership can determine how much it affects employee performance at PT LG Electronics Pekanbaru, good leadership, fairness and clear direction will provide trust and motivation for employees while working. This means that the company is in the process of creating a leadership condition that supports and can help employee concentration during work. With adequate leadership, of course, it will make employees feel valued, so that there will be work enthusiasm and employee enthusiasm in carrying out their work so that employee performance will increase.

Effect of Motivation on Employee Performance

The results showed that there was an influence between motivation on employee performance. So that the hypothesis stating the influence between motivation on employee performance is accepted. This means that the higher the motivation provided by the company, the better the employee's performance.

With the proof of the research results, motivation is needed to provide enthusiasm for employees in doing a job in order to achieve the wishes of the employees. A person's motivation to do a job is because he has a goal to fulfill his life needs. A person will feel worried if his life needs are not achieved so that this affects the individual to further increase motivation. Motivation is the desire to do something and determines the ability to act to satisfy individual needs.

Effect of Compensation on Employee Performance

The results showed that compensation is a factor that is considered good by respondents in improving employee performance. And the results of regression analysis and partial testing (t test) of the compensation variable show that the compensation variable has a significant value on employee performance at PT LG Electronics Pekanbaru.

The results showed that there is an influence between motivation on employee performance. So that the hypothesis that states the influence between motivation on employee performance is accepted. This means that the higher the motivation provided by the company, the better the employee's performance. The results of this study (Sutisna, 2019) support previous research which shows that compensation has a significant positive effect on employee performance. Conversely, the results of research by Yanti Mayasari Ginting, Adieli Baene in 2021 show that compensation has no significant effect on job satisfaction. This also means rejecting research that concludes that compensation has no significant effect on employee performance.

CONCLUSION

This study aims to analyze the effect of leadership, motivation and compensation on the performance of employees of PT. LG Electronics pekanbaru then obtained a conclusion as follows:

1. Leadership has a significant positive effect on the performance of employees of PT LG Electronics Pekanbaru. This means that the leadership style applied in the company can affect employee performance. Therefore, effective and adequate leadership is needed to improve their performance."

2. Motivation has a significant positive effect on the performance of employees of PT LG Electronics Pekanbaru. This means that by giving praise to employees, it can increase motivation because employees feel valued by the leadership.

3. Compensation has a significant positive effect on the performance of employees of PT LG Electronics. This means that employees will feel motivated and encouraged to work better when the company provides compensation in accordance with their performance and contribution. Good compensation can increase employee productivity and performance, so it is important for companies to provide fair and adequate compensation for employees.

4. There are several limitations in this study such as the results of this study can only be generalized to the same population and work environment as the object of research. This is because the variables that affect

employee performance in other companies may be different from the variables in PT LG Electronics Pekanbaru.

5. Measurement of variables such as leadership, motivation, compensation, and employee performance can have a different level of subjectivity between one respondent and another. In addition, it is possible that respondents gave answers that were not in accordance with reality.

Recommendation

Based on the research that has been conducted, this study would like to provide some suggestions that can be useful for interested parties, including:

1. For Academics

   a. For researchers who are interested in conducting further research, they should add other variables because there are still many variables that affect employee performance.

2. For the Company

   For companies to improve company performance, namely:

   a. Leadership variable

   We recommend that the management of PT LG Electronics Pekanbaru pay attention to proper leadership in order to obtain a conducive and productive work environment. This can support good work concentration and improve employee performance. In addition, it is necessary to maintain the infrastructure used for employees.

   b. Motivation Variable

   The management of PT LG Electronics Pekanbaru should give awards for praise to employees who excel because currently employees already have a sense of responsibility for self-introspection for mistakes made, but management is still unable to appreciate employee efforts.

   c. Compensation variable

   This employee is dissatisfied with the compensation provided; this can result in low employee performance. Therefore, the management of PT LG Electronics Pekanbaru should review the compensation scheme provided to match the work level and competence of employees, and consider adding incentives or other benefits to increase employee motivation.

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