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The Effect of Leadership Style, Organizational Culture and Compensation on Employee Performance Through Work Motivation as an Intervening Variable (Study At PT. Tiki Jalur Nugraha Ekakurir Bandung)

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Abstract: Service industry players are currently always required to provide faster services to meet market demand and avoid losing market share or customers. This study aims to examine the effect of leadership style, organizational culture, and compensation on employee performance through work motivation as an intervening variable at PT Tiki Jalur Nugraha Ekakurir. In this study, the author uses descriptive and verification methods with a survey approach, which involves collecting data through questionnaires from population samples to analyze the relationship between variables. Descriptive research aims to describe variables without comparing or relating them to other variables, while verification research aims to test theories and produce new scientific information through hypothesis testing, using questionnaires to collect data from a sample of 186 employees selected by accident. Data analysis was carried out using a structural equation model (SEM) to test the relationship between variables. The results of the study revealed that there was a significant effect of leadership style on employee performance. However, no significant effect was found between organizational culture and employee performance. There was a significant effect of compensation on employee performance. In addition, leadership style, organizational culture, and compensation also affect work motivation. Work motivation has been shown to have a positive effect on employee performance. In addition, the results of this study also show that leadership style, organizational culture, and compensation have an influence on employee performance through work motivation as an intervening variable.

Keyword: Leadership Style, Organizational Culture, Compensation, Employee Performance, Work Motivation

INTRODUCTION

Human resources play an important role in a company because every aspect related to HR will affect the results of the organization. Countries that do not have natural resources can still develop rapidly by having educated, skilled, and disciplined HR (Riana et al., 2020). Therefore, good HR management is a crucial factor in achieving company goals. Employee

performance is also a major element in company development, which is influenced by various factors such as leadership, organizational culture, and compensation (Aulia & Wijaya, 2023). According to (Kasmir, 2018), performance is the result of work and work behavior achieved in completing tasks within a certain period, while (Hamali, 2018) emphasizes that performance must be related to the organization's strategic goals and customer satisfaction.

PT Tiki Jalur Nugraha Ekakurir (JNE) is one of the largest expedition service companies in Indonesia, with a total of 769 outlets spread throughout the region (PT Tiki Jalur Nugraha Ekakurir, 2024). JNE uses Key Performance Indicators (KPI) in assessing employee performance. KPI data in 2023 at JNE Main Branch Office Bandung shows that there are two performance areas that are still below standard, namely integrity and teamwork, which require further evaluation (PT Tiki Jalur Nugraha Ekakurir, 2023). In an effort to improve employee performance, research shows that work motivation plays a significant role as a mediating factor (Azhar et al., 2023; Budi, 2022; Sunaryo, 2022). The results of a pre-survey of JNE employees showed that work motivation had the lowest score compared to productivity and job satisfaction, with 64% of respondents showing negative responses (Researcher Data Processing, 2024). This indicates that low work motivation is the main problem that affects employee performance.

Other factors that influence employee performance are leadership style, organizational culture, and compensation. Based on the results of the pre-survey, as many as 67% of respondents had a negative perception of leadership style, 60% of organizational culture, and 73% of compensation (Researcher Data Processing, 2024). Previous studies have shown mixed results regarding the influence of leadership style, organizational culture, and compensation on employee performance (Azzahra, 2024; Maulidiya, 2024; Musran et al., 2019; Santoso & Baskoro, 2024). While some studies state that these factors have a significant effect on employee performance, other studies show the opposite. In addition, there is inconsistency in research regarding the role of work motivation as an intervening variable in the relationship between these factors and employee performance (Hidayat, 2021; Sanga et al., 2022).

Based on the phenomena that have been described and the inconsistency of previous research results, this study aims to explore more deeply the influence of leadership style, organizational culture, and compensation on employee performance with work motivation as an intervening variable. This study focuses on PT Tiki Jalur Nugraha Ekakurir Bandung to provide a more contextual understanding of the factors that can improve employee performance.

METHOD

The author uses descriptive and verification methods. The population in this study was 200 employees of PT Tiki Jalur Nugraha Ekakurir, which is a generalization area with certain characteristics.

The sample was taken using the Slovin formula with an error rate of 5%, so that the number of samples was 186 respondents. The research time was from October 2024 to February 2025 and the research location was at PT. Tiki Jalur Nugraha Ekakurir Bandung which is located at JL. Surya Sumantri, Setrasari Mall Complex Block. C-I / 49, Sukawarna, Kec. Sukajadi, Bandung City, West Java 40163. This study uses three data collection techniques, namely observation, interviews, and questionnaires.

RESULT AND DISCUSSION

Table 1. Validity Test Results

Construct	Indicator Code	Loading Factor	AVE	Test Result
Leadership Style	GK1	0,788	0,699	Valid
	GK2	0,787		Valid

Construct	Indicator Code	Loading Factor	AVE	Test Result		
	GK3	0,826		Valid		
	GK4	0,835		Valid		
	GK5	0,780		Valid		
	GK6	0,787		Valid		
	GK7	0,896		Valid		
	GK8	0,832		Valid		
	GK9	0,805		Valid		
	GK10	0,788		Valid		
	GK11	0,858		Valid		
	GK12	0,784		Valid		
	Organizational Culture	BO1		0,843	0,663	Valid
		BO2		0,847		Valid
BO3		0,881	Valid			
BO4		0,901	Valid			
BO5		0,739	Valid			
BO6		0,848	Valid			
BO7		0,899	Valid			
BO8		0,843	Valid			
BO9		0,847	Valid			
BO10		0,899	Valid			
Compensation	KO1	0,781	0,619	Valid		
	KO2	0,780		Valid		
	KO3	0,779		Valid		
	KO4	0,832		Valid		
	KO5	0,781		Valid		
	KO6	0,826		Valid		
	KO7	0,819		Valid		
	KO8	0,766		Valid		
	KO9	0,822		Valid		
	KO10	0,780		Valid		
Employee Performance	KK1	0,781	0,644	Valid		
	KK2	0,770		Valid		
	KK3	0,847		Valid		
	KK4	0,808		Valid		
	KK5	0,724		Valid		
	KK6	0,843		Valid		
	KK7	0,754		Valid		
	KK8	0,796		Valid		
	KK9	0,812		Valid		
	KK10	0,832		Valid		
Work Motivation	MK1	0,755	0,630	Valid		
	MK2	0,823		Valid		
	MK3	0,800		Valid		
	MK4	0,768		Valid		
	MK5	0,737		Valid		
	MK6	0,839		Valid		
	MK7	0,806		Valid		
	MK8	0,817		Valid		

Source: Research Results SEM PLS 3

Based on Table 1, all indicators in this study have loading factor values > 0.70 and AVE > 0.5, so they are declared valid. In addition, reliability was tested using Cronbach's Alpha

(CA) and Composite Reliability (CR), where CA is considered good if ≥ 0.6 and CR if ≥ 0.7 (Ghozali, 2024). The test results show that the measuring instrument in this study is stable and reliable.

Table 2. Reliability Test Results

Variable	CA	CR	Test Result
Leadership Style	0,952	0,959	Reliable
Organizational Culture	0,954	0,959	Reliable
Compensation	0,931	0,942	Reliable
Employee Performance	0,938	0,947	Reliable
Work Motivation	0,916	0,932	Reliable

Source: Research Results SEM PLS 3

Based on Table 2, all constructs have Cronbach’s Alpha (CA) ≥ 0.6 and Composite Reliability (CR) ≥ 0.7 , indicating that the indicators in each construct are reliable. Thus, the data in this study have been proven to be valid and reliable.

Table 3. R-Square Test Results

Variable	R Square	R Square Adjusted	Hasil Uji
Employee Performance	0,289	0,273	Kuat
Work Motivation	0,431	0,421	Moderat

Source: Research Results SEM PLS 3

Referring to Table 3, it shows that the employee performance variable has an R-square value of 0.289 or 28.9%, which means that this model has sufficient strength. In addition, the work motivation variable has an R-square value of 0.431 or 43.1%, which means that this model has moderate strength because the R-square value is more than 0.33.

Table 4. Recapitulation of Results of Direct Effect Hypothesis Testing

Construct	Original Sample	STDEV	T Statistics	P Values
Leadership Style → Employee Performance	0,376	0,088	4,260	0,000
Organizational Culture → Employee Performance	-0,010	0,086	0,113	0,910
Compensation → Employee Performance	0,206	0,066	3,138	0,002
Leadership Style → Work Motivation	0,331	0,098	3,371	0,001
Organizational Culture → Work Motivation	0,266	0,085	3,115	0,002
Compensation → Work Motivation	0,213	0,065	3,260	0,001
Work Motivation → Employee Performance	0,333	0,097	3,427	0,001

Source: Research Results SEM PLS 3

First hypothesis: Leadership style has a positive effect on employee performance with a beta coefficient of 0.376, t-statistic of 4.260 (>1.96), and p-value of 0.000 (<0.050), so the hypothesis is accepted.

Second hypothesis: Organizational culture does not have a significant effect on employee performance with a beta coefficient of -0.010, t-statistic of 0.113 (<1.96), and p-value of 0.910 (>0.050), so the hypothesis is rejected.

Third hypothesis: Compensation has a positive effect on employee performance with a beta coefficient of 0.206, t-statistic of 3.138 (>1.96), and p-value of 0.002 (<0.050), so the hypothesis is accepted.

Fourth hypothesis: Leadership style has a positive effect on work motivation with a beta coefficient of 0.331, t-statistic of 3.371 (>1.96), and p-value of 0.001 (<0.050), so the hypothesis is accepted.

Fifth hypothesis: Organizational culture has a positive effect on work motivation with a beta coefficient of 0.266, t-statistic of 3.115 (>1.96), and p-value of 0.001 (<0.050), so the hypothesis is accepted.

Sixth hypothesis: Compensation has a positive effect on work motivation with a beta coefficient of 0.213, t-statistic of 3.260 (>1.96), and p-value of 0.001 (<0.050), so the hypothesis is accepted.

Seventh hypothesis: Work motivation has a positive effect on employee performance with a beta coefficient of 0.333, t-statistic of 3.427 (>1.96), and p-value of 0.001 (<0.050), so the hypothesis is accepted.

Table 5. Recapitulation of Indirect Effect Hypothesis Testing Results

Construct	Original Sample	STDEV	T Statistics	P Values
Leadership Style → Work Motivation → Employee Performance	0,088	0,040	2,188	0,029
Organizational Culture → Work Motivation → Employee Performance	0,110	0,044	2,507	0,012
Compensation → Work Motivation → Employee Performance	0,071	0,034	2,071	0,039

Source: Research Results SEM PLS 3

The eighth hypothesis tests whether leadership style positively influences employee performance through work motivation. The results show a **positive beta coefficient of 0.088**, t-statistic of 2.188 (>1.96), and p-value of 0.029 (<0.050), confirming a significant positive impact.

The ninth hypothesis examines the effect of organizational culture on employee performance through work motivation. The findings indicate a positive beta coefficient of 0.110, t-statistic of 2.507 (>1.96), and p-value of 0.012 (<0.050), supporting a significant positive relationship.

The tenth hypothesis tests the impact of compensation on employee performance through work motivation. The results show a positive beta coefficient of 0.071, t-statistic of 2.071 (>1.96), and p-value of 0.039 (<0.050), confirming a significant positive effect.

CONCLUSION

The results of the study indicate that leadership style, organizational culture, compensation, employee performance, and work motivation are at a moderate level, with percentages ranging from 56% to 60%. The results of the analysis confirm that leadership style and compensation have a positive effect on employee performance, while organizational culture does not have a significant effect. In addition, leadership style, organizational culture, and compensation have a positive impact on work motivation, which in turn significantly improves employee performance. Furthermore, leadership style, organizational culture, and

compensation affect employee performance through work motivation, which strengthens their role as mediating factors in improving overall performance.

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