

The Influence of Compensation, Leadership, and Interpersonal Relationships on Employee Performance with Work Motivation as a Moderating Variable

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Abstract. The purpose of this study to determine whether compensation variables, leadership variables and interpersonal relations variables influence employee performance and whether work motivation moderates compensation, leadership and interpersonal relationships on employee performance. This study used a quantitative method with a sample of 40 employees of Bank Bukopin Syariah KC Surakarta and also 30 respondents who were employees of the UMS Bank Bukopin Syariah Sub-Branch Office (because they have the same characteristics) using a convenience sampling technique. The data used in this study is primary data obtained from respondents by filling out a questionnaire. Data analysis used SPSS version 20. The results of this study indicate that compensation has a positive and significant effect on employee performance, leadership has an insignificant effect on employee performance, interpersonal relationships have a positive and significant effect on employee performance. The motivation variable in this study does not moderate compensation, leadership, and interpersonal relationships on employee performance.

Keywords: compensation, leadership, interpersonal relationship, performance, motivation.

1 Introduction

Banks, which are businesses based on public trust, require professional managers, because the success of an organization in achieving its vision and mission is determined by the performance of its human resources (GEDE & Priartini, 2018). In other words, the performance of individuals or human resources within an organization will contribute to the performance of the organization. Performance, which etymologically comes from the word “work achievement” (performance), means the quality and quantity of an employee's work (Malayu S.P Hasibuan, 2018). Every organization has a mutual relationship to help each other improve performance productivity, both in terms of division performance and personal performance. The achievement of company goals depends on its human resources, therefore every company strives to improve employee performance with the aim of achieving the company's targets (Rivaldo & Ratnasari, 2020). However, employee performance will leave issues that must be addressed by management, therefore management needs to understand the factors that affect employee performance (Bawono & Irkhani, 2021). In an effort to improve employee performance, the efforts made by organizations cannot be separated from several factors, including compensation, leadership, and interpersonal relationships.

Compensation is a company obligation that must be carried out fairly and on time. One important factor that influences the decision to work for a company is compensation (Firmindari, 2014). Appropriate compensation will have a positive impact and create healthy cooperative relationships for the advancement of company performance. Appropriate compensation motivates employees to work harder over time, which will have a positive effect on improving employee performance and the company. The company's ability to survive in a competitive environment and its progress are supported by employees who are competent in their fields. Competent human resources will increase capacity because they have the competencies required for their jobs. The creation of competent employees cannot be separated from leadership, which is an important factor in determining the direction of the company, including instructions, encouragement, and motivation in helping employees improve their performance.

A leader has the authority to regulate social behavior in their organization, managing and directing their employees through prestige and position (Gede & Priartini, 2018). Leaders must also be able to embrace their employees to move forward, where change is not only beneficial for the company but also for the employees themselves. The attention given by leaders will create a strong sense of connection between leaders and employees. It can be interpreted that a leader will be recognized as a leader if they can direct their employees towards the same goals as the company (Elvino Bonaparte do, 2017). Leadership has superiority, so it has the power to motivate employees to work together to achieve goals. In the process, leadership involves active desire between leaders and their employees (Rumondor et al., 2016). The relationship between employees and leaders is also part of interpersonal relationships where leaders need employees to carry out tasks to achieve company goals

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and employees who, in carrying out their work, need a leader to guide them. Everyone who works in a place will devote themselves to their work for a long period of time and can be influenced by who they work with. Having competent and pleasant colleagues is something that makes a person comfortable at work and continues to improve their performance.

Appropriate leadership and high work motivation are expected to influence employee performance improvement. Good performance is optimal performance in accordance with company standards. Improved employee performance will enable the company to maintain its services to the community. Therefore, efforts to improve employee performance are a challenge for leaders, as the success of achieving company goals depends on it, because employee performance is inseparable from the role of the leader (Elvino Bonaparte do, 2017). Leaders must be able to think systematically and have experience in developing future plans. Weak leadership can hinder operational activities, while strong leadership will encourage the achievement of company goals and activities (Rivaldo & Ratnasari, 2020). Motivation is a process that begins with a need that results in behavior or encouragement towards an incentive goal (Elvino Bonaparte do, 2017). Motivation can spur employees to improve their performance, acting as a driver of the desire to work hard to their full capacity. With high work motivation, high employee performance will be created so that the set targets will be achieved.

2 Literature Review

2.1 Applied Theory

This theory explains that performance management is about creating relationships and ensuring effective communication, whether it is communication between employees or between employees and leaders. Building effective communication is important because it will affect employee performance in the future. Focus on what the organization needs and how performance is managed to achieve its goals. Performance is not only about the results of work but also how the process takes place when the performance is carried out. Employee performance is a communication process that includes activities to build clear and good expectations and understanding of the work to be done or that has been done. In addition to improving personal quality, good performance will also have an impact on the company's image. Having competent employees who are fully responsible for their work is a plus that the company should be proud of.

2.2 Regression coefficient

Performance is the actual behavior displayed by each employee in accordance with their role in the company, in terms of the quality and quantity of their work, which significantly affects productivity and organizational performance (Rahman & Solikhah, 2016). Performance can be improved through existing abilities, desire to work, and acceptance of motivation to work.

2.3 Compensation

Compensation is income earned by employees and is an expense that must be paid by the company. Compensation is a reward given by the company to employees. The purpose of compensation is to obtain qualified and competent human resources, retain existing employees, improve employee performance, and achieve balance from the work ethic of employees. Compensation is divided into financial compensation and non-financial compensation. Financial compensation is compensation that is given directly to employees, for example, a salary that is usually paid once a month (Goldman et al., 1981). Meanwhile, non-financial compensation is given to improve employee welfare and make them feel comfortable at work.

2.4 Leadership

One important factor in achieving goals within an organization is leadership (Marjaya & Pasaribu, 2019). This is because a leader's position drives and always stands at the forefront, providing motivation and inspiration. In management, a leader not only interacts internally but is also prepared to face possibilities that may arise outside the company. Leadership variables include using power appropriately, being responsive and precise in decision-making, and having the expertise to lead and motivate both directly and indirectly.

2.5 Interpersonal relationships

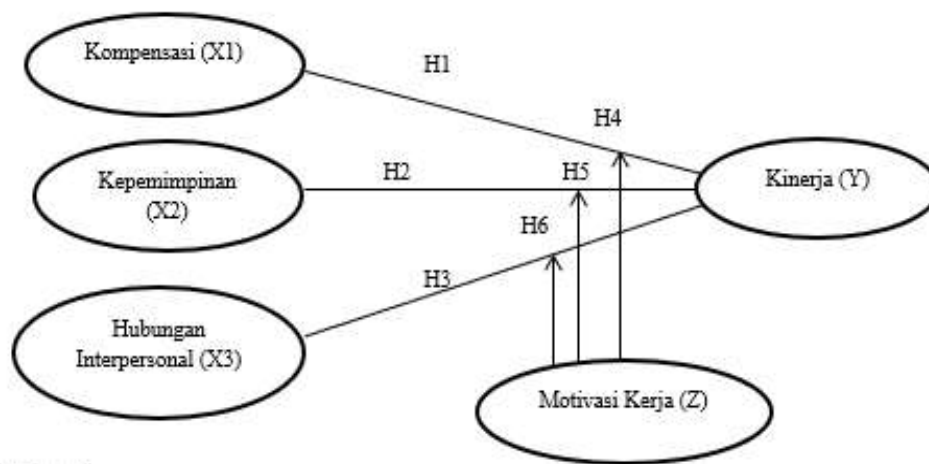
Interpersonal relationships are relationships between several people who need each other, involving consistent interaction, given that humans are social creatures who cannot live alone and automatically need help from others

(Delvin Alexander Gunawan, 2018). Good interpersonal relationships in the workplace are reflected in effective communication, mutual support, and not putting each other down, which will strengthen existing interpersonal relationships. The desire to work increases when one has a suitable work partner. Many employees resign from their jobs because they do not get along with their coworkers, even though other aspects such as compensation are considered sufficient. However, comfort at work is also important. If one has coworkers who are not compatible, then work performance will not be optimal, and there will be no sense of comfort at work.

2.6 Motivation

Motivation comes from the Latin word “Movere,” which means driving force. It is hoped that every employee will take responsibility for the tasks assigned to them and work hard through motivation. Employees can see motivation in their competent coworkers who always complete their work on time, which will motivate other employees to work harder. Leaders who are worthy of emulation and can be used as role models are those who have motivated their subordinates, in other words, those who are able to influence their employees to work better, as well as those who provide compensation that will directly motivate someone to continue working. Motivation is a factor that can guide behavior and work in order to encourage oneself to achieve the desired goals (Meida Nur Arifah, 2021).

2.7 Job Satisfaction



3 Research Method

This type of research is quantitative research. The data source in this study is primary data obtained by distributing questionnaires and filled out by respondents, namely employees of Bank Bukopin Syariah KC Surakarta. The independent variables in this study are compensation (X1), leadership (X2), and interpersonal relationships (X3), while the dependent variable is performance (Y), and the moderating variable is motivation (Z). The sample consisted of 40 employees of Bank Bukopin Syariah UMS Sub-Branch Office (because they had similar characteristics) using convenience sampling. Data analysis in this study used Moderated Regression Analysis (MRA) to determine the effect of the moderating variable in strengthening or weakening the relationship between the independent and dependent variables. The regression equation can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + e$$

Description:

- Y = Employee performance
- α = Constant
- β = Regression coefficient
- X1 = Compensation
- X2 = Leadership
- X3 = Interpersonal relationships
- Z = Motivation

- X1.Z = Interaction between compensation and motivation
X2.Z = Interaction between leadership and motivation
X3.Z = Interaction between interpersonal relationships and motivation
 ε = Error

4 Result

Table 1. Results of Validitas

Variable	Item	Total Score Correlation	Keterangan
Compensation	Compensation 1	.821**	Valid
	Compensation 2	.887**	Valid
	Compensation 3	.921**	Valid
Leadership	Leadership 1	.663**	Valid
	Leadership 2	.833**	Valid
	Leadership 3	.726**	Valid
	Leadership 4	.803**	Valid
Interpersonal Relationships	Interpersonal Relationships 1	.887**	Valid
	Interpersonal Relationships 2	.817**	Valid
	Interpersonal Relationships 3	.910**	Valid
	Interpersonal Relationships 4	.944**	Valid
Performance	Performance 1	.778**	Valid
	Performance 2	.824**	Valid
	Performance 3	.844**	Valid
	Performance 4	.798**	Valid
Motivation	Motivation 1	.764**	Valid
	Motivation 2	.781**	Valid
	Motivation 3	.913**	Valid
	Motivation 4	.827**	Valid
	Motivation 5	.835**	Valid

Source: Processed primary data, 2022

Based on Table 1 above, if the question in the variable has two asterisks (**), it indicates significance at the 0.05 level, and it can be seen that each question item used in this questionnaire is valid

Table 2 Results of Reliabilitas Test

Variable	Cronbach Alpha	Description
Compensation	0,842	Reliable
Leadership	0,745	Reliable
Interpersonal Relationships	0,909	Reliable
Performance	0,824	Reliable
Motivation	0,882	Reliable

Source: Processed primary data, 2022

The reliability test results for all variables obtained a Cronbach's alpha value greater than 0.6, indicating that all variables in this study are reliable and trustworthy.

Table 3. Results of t Test (Parsial)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	8.368	1.648		5.078	.000
	Compensation	.494	.116	.688	4.275	.000
	Leadership	-.258	.126	-.290	-2.049	.068
	H.Interpersonal	.418	.131	.440	3.181	.003
a. Dependent Variable: Performance						

Source: Processed primary data, 2022

1. The t-value for the compensation variable is 4.275 with a significance of 0.000 and a table t-value of 1.683. Because the t-value is > the table t-value, and the significance value is < 0.05, compensation has a positive and significant effect on performance.
2. The t-value for the leadership variable is -2.049 with a significance of 0.068 and a table t-value of 1.683. Because the t-value is < the table t-value, and the significance value is > 0.05, leadership does not have a significant effect on performance.
3. The t-value for the interpersonal relationships variable is 3.181 with a significance level of 0.003 and a t-table value of 1.683. Because the t-value is greater than the t-table value and the significance level is less than 0.05, interpersonal relationships have a positive and significant effect on performance.

Table 4 Results of Test F (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.385	3	32.128	32.476	.000 ^b
	Residual	35.615	36	.989		
	Total	132.000	39			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), H.Interpersonal, Kepemimpinan, Kompensasi

Source: Processed primary data, 2022

The significance value of the F test is 0.000, which is less than 0.05, meaning that compensation, leadership, and interpersonal relationships have a positive and significant effect on performance

Table 5 Results of the Coefficient of Determination Test (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.730	.708	.995

a. Predictors: (Constant), H.Interpersonal, Kepemimpinan, Kompensasi

Source: Processed primary data, 2022

The correlation coefficient (R) value of 0.855 means that there is a fairly strong relationship between the independent and dependent variables, as it is close to 1. The coefficient of determination (Adjusted R Square) is 0.708, which means that the independent variables explain 70.8% of the dependent variable, with the remaining 29.2% explained by other variables not included in this study..

Table 6 Results of the Moderated Regression Analysis (MRA) Test

Coefficients ^a						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	19.967	13.891		1.437	.160
	Compensation	.883	1.058	1.229	.834	.410
	Leadership	-1.095	1.049	-1.228	-1.044	.304
	Interpersonal relationships	.268	1.464	.283	.183	.856
	Moderating 1	-.016	.048	-.681	-.331	.743
	Moderating 2	.040	.049	1.643	.816	.420
	Moderating 3	.009	.070	.383	.129	.898

a. Dependent Variable: Performance

Source: Processed primary data, 2022

Interaction variable (moderate 1) is the product of compensation (X1) and motivation (Z), which is a moderating variable that describes the moderating effect of the motivation variable (Z) on the relationship between compensation (X1) and performance (Y). The output results indicate that motivation does not moderate, as shown by a significance value of 0.743, which is greater than 0.05 and means that the motivation variable (Z) cannot moderate the effect of compensation (X1) on performance (Y).

Interaction variable (moderate 2) between leadership (X2) and motivation (Z), which is a moderating variable that describes the moderating effect of the motivation variable (Z) on the relationship between leadership (X2) and performance (Y). The output shows that motivation does not moderate, as indicated by a significance value of 0.420, which is greater than 0.05, meaning that the motivation variable (Z) cannot moderate the influence of leadership (X2) on performance (Y).

The interaction variable (moderate 3) between Interpersonal Relationships (X3) and motivation (Z), which is a moderating variable, describes the moderating effect of the motivation variable (Z) on the relationship between interpersonal relationships (X3) and performance (Z). The output shows that motivation does not moderate, as indicated by a significance value of 0.898, which is greater than 0.05, meaning that the motivation variable (Z) cannot moderate the effect of interpersonal relationships (X3) on performance (Y).

5 Discussion

5.1 The effect of compensation on employee performance

Compensation has a significance value of 0.000, where the significance value of the compensation variable is less than 0.05, so it can be concluded that compensation has a positive and significant effect on employee performance. The higher the compensation received, the higher the employee performance. The provision of compensation from the company is able to motivate Bank Bukopin Syariah KC Surakarta employees to work diligently from time to time, thereby having a positive effect on improving their work performance. Providing compensation that is appropriate to employee desires will create a healthy cooperative relationship for the advancement of company performance. This is supported by research conducted by Arif et al., (2019), Wijaya & Andreani (2015) and, Suryana & Murni (2018). In their research, Wijaya & Andreani (2015) stated that providing appropriate compensation will make employees behave professionally and sincerely in order to achieve better work results, thereby improving their performance.

5.2 The effect of leadership on employee performance

It can be seen from the Coefficients table that the leadership variable does not have a significant effect on employee performance at Bank Bukopin Syariah KC Surakarta. This is because Sig. > 0.05, namely 0.068, so it can be concluded that H2 is rejected, which means that the regression coefficient of the leadership variable is not significantly tested against employee performance. Another way to prove that leadership has a positive but insignificant effect on employee performance is by comparing the t-count and t-table. The result is that the t-count is -2.049 and the t-table is 1.683. It is concluded that t count < t table, so rejecting H2 according to the test results proves that the leadership variable has a positive but insignificant effect on the performance of Bank Bukopin Syariah KC Surakarta employees. The results of the study show that there is a positive relationship between leadership and employee performance, which means that the higher the leadership, the higher the performance of Bank Bukopin Syariah KC Surakarta employees, and vice versa. This is in line with research (Haryanto, 2017) which states that leadership has a positive and insignificant effect on employee performance. In this case, company leaders can provide opportunities for employees to participate and actively communicate with their employees. They can provide more compensation for employees who perform well, be more fair in the distribution of work, and create harmonious working relationships between leaders and their employees.

5.3 The effect of interpersonal relationships on employee performance

Interpersonal relationships have a significance value of 0.003, where the significance value of the interpersonal relationship variable is less than 0.05 and it can be concluded that interpersonal relationships have a positive and significant effect on employee performance. Therefore, the higher the interpersonal relationships between employees, the higher their performance will be. In line with the results of the pre-interview conducted by the researcher with the secretary of Bank Bukopin Syariah KC Surakarta, establishing good interpersonal relationships, for example by having lunch together or providing mutual support, will strengthen these relationships. This is in agreement with the research conducted by Sidarto (2010) which states that interpersonal relationships have a positive and significant effect on employee performance. With good interpersonal relationships, work can be completed as directed and cooperation between employees can be built (Syifa Aulia Gumay & Hermani, 2018). The better the interpersonal relationships, the higher the employee performance, and vice versa. Not only does it involve working together on tasks, but interpersonal relationships among employees can also fulfill emotional needs. When feeling stressed and overwhelmed by work, having good interpersonal relationships can help overcome these challenges because people will provide encouragement and assistance. Interpersonal relationships can also foster empathy among coworkers.

5.4 The effect of compensation on employee performance with work motivation as a moderating variable

In table coefficient 4.13, the constant value is 19.967 with a compensation value of 0.883 and a moderate variable interaction value of -0.016. It can be seen that the Sig. value of compensation and motivation in moderate 1 is

0.743, which is > 0.05 , so it can be concluded that motivation cannot moderate the relationship between compensation and performance, and H4 is rejected. Motivation does not determine how much compensation employees receive for their performance. This is supported by F. Haddad (2019) which states that motivation does not moderate the relationship between the compensation variable and the employee performance variable. The same is also shown by Muryanto (2011) research, which states that motivation does not affect the relationship between compensation and work performance, meaning that work motivation does not act as a moderating variable in the relationship between compensation and employee performance..

5.5 The effect of leadership on employee performance with work motivation as a moderating variable

In table coefficient 4.13, the constant value is 19.967 with a leadership value of -1.095 and a moderate variable interaction value of 1 0.040. It can be seen that the Sig. value of compensation and motivation in moderate 2 is 0.420, which is > 0.05 , so it can be concluded that motivation cannot moderate the relationship between leadership and performance, and H5 is rejected. This is similar to the research conducted by Pristiningsih (2015) at CV Harapan Baru Grup Surakarta, which stated that motivation does not moderate the influence of the leadership variable on employee performance.

5.6 The effect of interpersonal relationships on employee performance with work motivation as a moderating variable

In table coefficient 4.13, the constant value is 19.967 with an interpersonal relationship value of -0.268 and a moderate variable interaction value of 3 0.009. It can be seen that the Sig. value of compensation and motivation in moderate 1 is 0.898, which is > 0.05 , so it can be concluded that motivation cannot moderate the relationship between interpersonal relationships and performance, and H6 is rejected. This is similar to the research by Kusumawardani (2021) which states that the work motivation variable cannot be a moderating variable to improve employee performance. Optimizing motivation as a moderating variable can be done by exchanging ideas or sharing about what employees need as motivation to work at Bank Bukopin Syariah KC Surakarta. The expectation is that with increased work motivation among employees, good relationships between employees will be evident, which will in turn have an impact on employee performance.

6 Conclusion

Based on the results of research and data analysis, it can be concluded that leadership does not have a significant effect on employee performance, while compensation and interpersonal relationships have a positive and significant effect on employee performance. Motivation is unable to moderate the relationship between compensation, leadership, interpersonal relationships, and employee performance.

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