



Building Character of Leadership

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Abstract: The objective of this research was to examine the impact of leadership and compensation on employee motivation, as well as their implications on the performance of cooperative employees in Karawang, both individually and collectively. The research employed a descriptive and verificative method, utilizing a survey as the primary tool. The study focused on 330 employees of cooperatives as respondents. Data analysis was conducted using the LISREL 8.80 program, employing the Structural Equation Model (SEM). The findings of the study indicate that: 1) leadership and compensation have a significant positive effect on motivation, accounting for 52% of the variance ($R^2 = 0.52$). 2) leadership, compensation, and motivation all have a positive and significant impact on employee performance, accounting for 75% of the variance ($R^2 = 0.75$). Among the variables examined, motivation was found to have the most influence on performance, while compensation was identified as the most influential factor on motivation. Based on the research findings, it is recommended that efforts be made to enhance employee performance in cooperatives in the Karawang district through the improvement of employee motivation. This can be achieved by fostering strong relationships between employees and members, co-workers, and management, as well as by increasing compensation levels, which should encompass salary conformity, incentives, food allowance, transportation allowance, and by improving leadership qualities, including supportive behaviors such as providing employment opportunities, favorable working conditions, conflict resolution, and boosting morale.

Keywords: Leadership, Compensation, Motivation, Employee Performance.

INTRODUCTION

The success and growth of cooperatives largely depend on their management. Effective management plays an important role in the progress of cooperatives, enabling them to thrive. On the other hand, inadequate management of existing cooperatives can adversely affect their operations and, ultimately, the country's economy. Unfortunately, the development of cooperatives does not keep up with the times. The impact and importance of their presence is not easily seen by the public. As a result, the country's economic landscape is largely dominated by large corporations operating within a capitalist framework.

Many factors can cause a decrease in the rate of growth of cooperatives in Karawang regency. These factors include a decrease in both the number of members, business volume, and the level of residual income (SHU) achieved by the cooperative. Based on the study of the 2016 Strategic Plan for the Office of Cooperatives and SMEs in Karawang Regency, it was found that cooperatives in this region face several challenges. Capital and financing ; Human Resources (HR) ; Management ; Facilities and infrastructure ; Cooperation with business actors ; Superior product development

In line with the statement above, Mahmood, Iqbal, and Samsaa (2014: 86) revealed in their research findings that "employee performance is the most important factor in determining the success of an organization. resource strategy designed to improve employee performance and foster a culture of excellence within a given organization, all of which are based on good human resource practices." It is clear that employee performance plays a critical role in achieving organizational goals, necessitating the adoption of a comprehensive HR strategy geared towards optimizing employee performance and cultivating a high achievement culture throughout the organization, which is based on strong human resource practices. .

According to research conducted by Irum Shahzadi, Ayesha Javed, Syed Shahzaib Pirzada, Shagufta Nasreen, and Farida Khanam (2014: 159), there is a noteworthy and positive correlation between work motivation and employee performance. The researchers also concluded that intrinsic rewards have a significant positive impact on employee performance and motivation. In addition, Yohanes Susanto (2016) found through his own research that collective and individual leadership, compensation, and work motivation have a positive and significant influence on performance. Motivation is a process by which individuals are driven by their need to engage in a series of actions that lead to the attainment of certain goals. Once this goal is successfully achieved, it brings a sense of satisfaction and fulfillment. Work motivation serves as a powerful tool to inspire subordinates to exert effort and perform to the best of their ability. It is very important for employers to foster motivation among their employees, as it not only encourages new employees to accept their jobs, but also serves as a source of inspiration provided by their superiors. The term used to describe motivation that comes from an authority figure is known as extrinsic motivation, while motivation that comes from within oneself is known as intrinsic motivation. In general, intrinsic motivation tends to have a longer lasting effect than externally driven motivation .

Lucy Kagwiria Kuria, Namusonge, and Mike Iravo (2016: 658) conducted research which concluded that the relationship between employee participation and organizational performance is influenced by leadership. Their findings also reveal a weak relationship between leaders and employees, leading to the conclusion that leadership has the potential to positively impact employee performance in the service sector. In a separate study, Bogomba Winfred Kombo, Geoffrey Ongondo Obonyo, and Margaret Oloko (2014:203) stated that effective delegation within an organization improves employee performance and overall organizational performance. The research findings are critical in providing managers and employees with valuable insights into the importance of delegation and how to leverage it as a management skill to improve employee performance. In addition, Ficke H. Rawung (2013) conducted research which resulted in the conclusion that leadership plays an important role in motivating employees' work in organizations.

Relatively inadequate leadership in Karawang Regency seems to be a factor causing low employee motivation and performance in cooperatives based on the three statements mentioned above.

The fundamental aspect of human resources (employees) is compensation, which includes all their efforts and ideas in exchange. Compensation includes salary, bonuses, and benefits, all of which have the potential to increase employee motivation and, in turn,

improve overall performance. Presence of a feeling of injustice among employees can lead to unfavorable results for organizational goals. This is associated with the discrepancy between employee expectations and actuality experienced in the organization..

LITERATURE REVIEWS

Leadership

According to Lucy Kagwiria Kuria, Namusonge, and Mike Iravo (2016: 658), Northouse (2004) defines leadership as a dynamic process in which a person influences a group of individuals to achieve common goals. The role of the leader is very important in facilitating the achievement of goals in groups and organizations. Nonetheless, leadership effectiveness depends on possessing essential abilities and directing skills.

Leadership roles include responsibility for establishing clear paths, cultivating unity, and cultivating dedication within teams and organizations (Drath, McCauley, Palus, Van Velsor, O'Connor, and McGuire, 2008:2).

According to Yukl (2013: 6), leadership is an integral aspect of management. It is believed that leaders have the ability to accurately identify the right course of action to take, while managers are responsible for carrying out their duties and responsibilities effectively. In contrast, Kottler in Yukl (2013: 4) provides a separate perspective that distinguishes management from leadership based on their respective functions and activities. Leadership is primarily concerned with adapting to change, whereas management is primarily concerned with navigating complexity. Therefore, it can be concluded that leadership and management are not synonymous. The leader is in charge of setting the trajectory of the organization, both internally and externally, in terms of goals and objectives. They function as strategic thinkers setting organizational goals, while managers focus on devising methods to achieve those goals.

Compensation

According to Dessler (2005:76), compensation is defined as all the various forms of payment or rewards received by employees as a result of their work. Compensation includes any kind of payment or reward that employees receive for their work, and it serves as one of the fundamental motivations for individuals to seek employment. Beard (1986), as quoted in Khan and Mufti (2012: 4617), classifies compensation into three categories: fixed-pay, flexible pay, and benefits. On the other hand, Taylor (1991), also cited in Khan and Mufti (2012: 4617), divides compensation into two classifications: performance-based payments and non-performance-based payments.

According to Bernardin and Russel (2003: 445), compensation can also be classified in another way. They state that "Direct Compensation includes basic wages and salaries, in addition to performance-dependent payments. Indirect compensation includes programs such as health insurance, compensation for time not worked, and various other employee benefits." Direct compensation consists of wages, salaries and other forms of payment related to performance. Indirect compensation, on the other hand, includes programs such as health insurance, compensation for periods of non-work, and a range of other benefits.

According to Davis and Newstrom (2002: 135-134), the concept of compensation has similarities with the recognition of individual, group or organizational achievements. These achievements can take various forms such as deductions from wages, commissions, bonuses, profit sharing and profit sharing. Provisional wages, also known as piece rates, are considered inadequate for remuneration as they can only be determined if the results of the work can be measured quantitatively using certain criteria such as quantity, weight or area.

Work motivation

According to Munandar (2004: 323), motivation is a complex process involving stimulation of needs, encouraging individuals to be involved in a sequence of actions that ultimately lead to the achievement of certain goals. Saraswathi (2011: 18) offers an alternative definition of motivation, describing it as the willingness to dedicate large amounts of energy to the pursuit of organizational goals, depending on the capacity of these efforts to meet individual needs. This comprehensive definition includes three fundamental components, namely efforts, organizational goals, and needs.

According to Fillmore Stanford in Mangkunegara (2008:67), motivation is a condition that drives individuals towards certain goals. In contrast, Hasibuan (2010: 159) characterizes motivation as a catalyst for ambition and the drive behind one's work ethic. Sinungan (2009: 135) explains motivation as an important component of industrial relations, integral to the cultivation, growth and development of human resources within the corporate framework.

Work motivation is a concept in organizational behavior that encompasses the internal forces within an individual that determine the extent, direction, and persistence of their work-related efforts. According to Mangkunegara (2008: 94), Schermerhorn et. Al. asserts that this term encapsulates the various factors that drive individuals to perform in their workplace. On the other hand, Ernest McCormick (2001: 94) defines work motivation as a condition that influences passion, direction, and continuity of behavior related to one's work environment .

Employee performance

According to Ivancevich, Konopaske, and Matteson (2008:109), the concept of performance can be defined as a combination of three factors: capability to perform, opportunity to perform, and willingness to perform. Performance is measured by how well individual employees are able to demonstrate their capacities, opportunities and abilities to perform. On the other hand, Gibson et. Al. (2012: 374) views performance as a result of work that is aligned with organizational goals, such as achieving high quality, efficiency, and other effectiveness criteria. Robbins and Coulter (2012: 492) also highlight performance as the end result of an activity, serving as a key indicator of individual performance.

According to Jayaweera (2015), performance serves as a real representation of the efforts made by employees, often a benchmark for assessing both individuals and organizations. Achieving good performance is an important step towards achieving organizational goals, which requires concerted efforts to improve performance. However, this effort is not easy, because many factors affect one's level of performance.

According to Afshan Sultana et al. (2012: 647), performance can be described as the successful completion of certain tasks that are evaluated based on established standards of precision, completeness, cost, and speed. On the other hand, Prasetya and Kato (2011) define performance as the result produced by the actions of employees who demonstrate their expertise in various circumstances. In contrast, Rivai (2008: 309) asserts that performance is influenced by motivation and ability, indicating that these factors play an important role in determining individual performance.

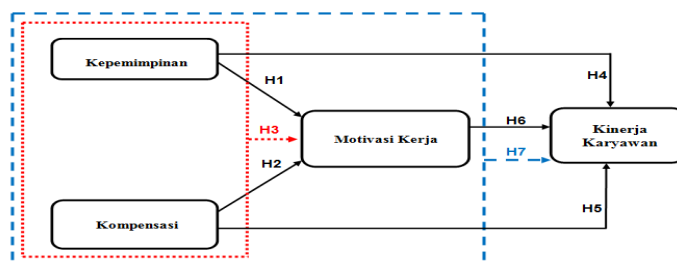


Figure 1. Framework and Hypotheses

1. There is an influence of leadership on work motivation in Employee Cooperatives in Karawang Regency.
2. There is a compensatory effect on work motivation in Employee Cooperatives in Karawang Regency.
3. There is an influence of leadership and compensation together on work motivation in Employee Cooperatives in Karawang Regency.
4. There is an influence of leadership on employee performance in Employee Cooperatives in Karawang Regency.
5. There is an influence of compensation on employee performance in Employee Cooperatives in Karawang Regency.
6. There is an influence of work motivation on employee performance in Employee Cooperatives in Karawang Regency.
7. There is an influence of leadership, compensation and work motivation together on employee performance in Employee Cooperatives in Karawang Regency.

METHODS

This study uses an explanatory survey method to collect data. Descriptive analysis was carried out on a sample of 330 Cooperative Employees of Karawang Regency. The sampling technique used is proportional random sampling. To analyze the data, a combination of primary and secondary sources was used. This includes data collected on employees' perceptions of various aspects such as leadership, compensation, work motivation, and employee performance. The validity and reliability of the questionnaire was confirmed through a separate sample of 30 employees. The questionnaire consisted of 18 questions about leadership, 9 questions about compensation, 10 questions about work motivation, and 16 questions about employee performance. Structural Equation Model (SEM) is used as an analysis tool. This method was chosen because of its ability to measure constructs indirectly through indicators and at the same time analyze the relationship between indicator variables and latent variables. It also allows examining the relationship between different variables, while accounting for measurement error. The findings of this study aim to provide a comprehensive understanding of the clarity and magnitude of influence between variables. This information will be invaluable for exploring factors that can increase work motivation and employee performance, with the ultimate goal of improving the quality of education in Indonesia, especially in Karawang Regency.

RESULTS AND DISCUSSION

By utilizing the Lisrel 8.70 program, a comprehensive SEM equation has been formulated, resulting in two different path models. These path models, namely the standard model and the t-value model, are depicted in the figure below

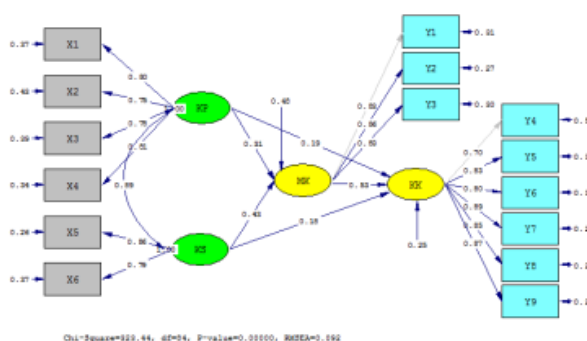
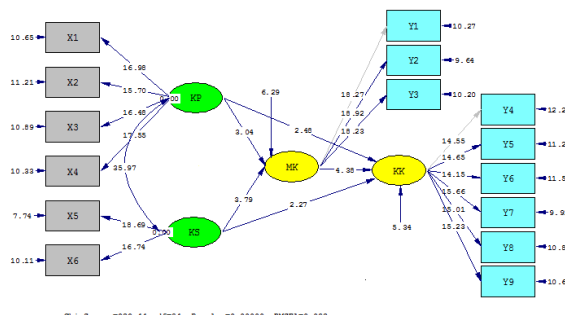


Figure 2. Hybrid SEM (Standardized Coefficient) Model



Picture 3. Hybrid SEM Model (t- value Model)

After the presentation of Figure 2 and Figure 3 , the next examination will include presentation of the parameters and coefficients of the next test. These parameters include the loading factor in the model from exogenous variables, structural dimensions, endogenous variables, and indicators associated with each latent variable (construct). The main purpose of this test is to identify a causal relationship or the impact of one latent variable on another latent variable. The hypothesis put forward is strengthened by the equations derived from the application of the Lisrel 8.70 program to the structural model. This can be seen in the following structural equation:

$$MK = 0.31 * KP + 0.43 * KS$$

$$Error_{var} = 0.48, R^2 = 0.52$$

$$KK = 0.53 * MK + 0.19 * KP + 0.18 * KS$$

$$Error_{var} = 0.25, R^2 = 0.75$$

The influence of leadership factors on employee performance is measured at 0.036 or 3.6%. This direct effect shows the influence of leaders on employee performance. In addition, leadership also has an indirect influence on employee performance through work motivation which is measured at 0.164 or 16.4%. This shows that leadership can improve employee performance by fostering work motivation.

The impact of compensation on employee performance variables is quantified at 0.032 or 3.2%, showing a modest but visible effect. In addition, the role of compensation in facilitating employee performance through motivation is also noteworthy, with an indirect effect of 0.228 or 22.8%. This indicates that compensation has the potential to improve employee performance through work motivation.

The influence of work motivation factors on employee performance measures is significant, accounting for 53% or 0.53 of the total effect.

Based on the test findings, it is evident that the variables of leadership and compensation have a direct influence on work motivation, with a combined contribution of 52%. However, when considering the variables of leadership, compensation, and motivation in relation to employee performance, it appears that motivation plays a more significant role. In this case, the three variables together contribute 75% to improving employee performance.

Among the various factors that influence employee performance, work motivation is the biggest contributor, amounting to 53% of the total contribution. In contrast, leadership and compensation had a relatively smaller impact, with contributions of 10% and 18%, respectively.

Moreover, it has been observed that leadership and remuneration play an important role in influencing employee motivation and performance. This influence can be direct or indirect, and can be attributed to one or both of these factors. In the context of this study, the variable

of work motivation acts as a complete mediator when examining its effect on teacher performance.

CONCLUSION

The influence of leadership on the work motivation of cooperative employees in Karawang Regency is partially positive and has a significant effect. Likewise, compensation also has a positive and significant effect on work motivation. When considering leadership and compensation together, the impact on work motivation remains positive and significant. Besides that, leadership partially influences the performance of cooperative employees in Karawang Regency showing a positive and significant influence. Likewise, partial compensation has a positive and significant effect on employee performance. In addition, work motivation partially influences employee performance, with a positive and significant influence. If leadership, compensation, and work motivation are examined simultaneously, then together they have a positive and significant effect on employee performance in Karawang Regency. The coefficient of determination (R²) for this relationship is 75%, which indicates that 75% of employee performance variance can be explained by these variables. The remaining 25% is influenced by other untested factors.

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