

## Influence of Leadership, Compensation and Workload on Company Performance PT. PTN Region of West Java

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### Abstract

### Original Research Article

This study aims to analyze the influence of leadership, compensation, and workload on company performance at PT. PTN West Java Region. The object of the research is employees of PT. PTN West Java Region with a total sample of 83 people with the 2018–2019 observation periods. Independent variables are leadership, compensation, and workload. While the dependent variable is company performance. Analysis of the data used Descriptive Statistics uses Statistical Product and Service Solutions (SPSS). The results of this study indicate that leadership has a positive and significant effect on company performance, compensation has a positive and not significant effect on company performance, workload has a positive and significant effect on company performance, and a positive and significant influence of leadership, compensation, and workload simultaneously affect Performance Company.

**Keywords:** Leadership, compensation, workload, and company performance.

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## INTRODUCTION

A company has a goal to achieve excellence, both excellences to compete with other organizations and to be able to still maintain the viability of the company. Efforts to survive in the midst of economic conditions that are still unfavorable and competition is so fierce for every type of company that exists, current economic conditions require companies to create creative strategies in management policies, especially in the field of human resources (HR). The company in general has a goal to obtain maximum profit to maintain its survival, in realizing the company's objectives, it is needed an important factor that supports the human resources. Human resources are assets that are very important for the organization/company. According to Sutrisno [1] human resources are sources that play an active role in the course of an organization and the decision making process. Human resources are planners, actors and determinants for the realization of organizational goals. Human resources are very important in supporting the progress of the organization, for this reason the performance of employees needs to get the attention of the company so that they can carry out tasks properly and truly accompanied by full responsibility to achieve the results expected by the company.

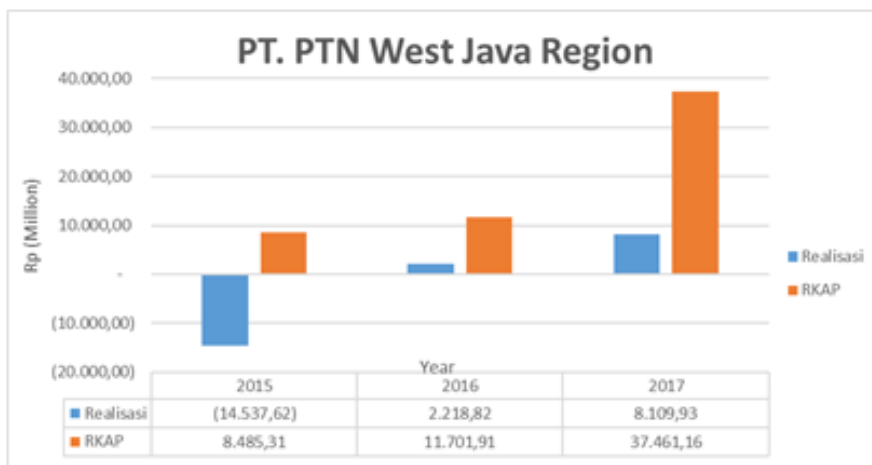
Human resources are resources that have feelings, desires, skills, knowledge, encouragement, power and work (ratio, taste and intention) [1]. Organizations are challenged for how to make members of the organization or within the company called employees can work well in accordance with what is desired by the organization or company. For this reason, employee performance must be able to bring the organization to its objectives. According to Sedermayanti [2] Factors affecting performance include, 1) Attitudes and mentality, 2) Education, 3) Skills, 4) Leadership management, 5) Level of income, 6) Salary and health, 7) Guarantees social, 8) Work climate, 9) Facilities and infrastructure, 10) Technology, and 11) Opportunities for achievement.

The performance of a company or organization is an accumulation of the performance of all individuals who work in it, in other words efforts to improve company performance is through improving the performance of each individual.

PT. PTN (Persero) is a state-owned company engaged in the field of agribusiness, namely fertilizer, seeding, rice, saprotan, warehousing, warehouse receipt systems and crops. This company has 7 regions for all of Indonesia, and the authors chose the West Java Region to research the performance of the company /

organization. PT. PTN of West Java Region for the last 3 (three) years showed unsatisfactory performance compared to the RKAP (Work Plan and Budget) targets

set by the company, as can be seen in Figure 1.1. Below this:



**Fig-1.1. Graph of PT. PTN of West Java for the period 2015 - 2017**  
Source Financial Statements (Audit) and RKAP 2015 - 2017 PT. PTN

From Figure 1.1. Above can be seen that the operational profit of PT. PTN West Java Region from 2015 to 2016 experienced an increase from the original loss to profit as well as from 2016 to 2017 there was an increase in profit. The achievement of operating profit in 2016 compared to the 2016 RKAP of 18.96% while the achievement of operating profit in 2017 compared to the 2017 RKAP of 21.65%. The performance or operating profit obtained during 2016 and 2017 is still far below the target compared to the predetermined RKAP.

To find out what factors influence the performance of the company PT. PTN of West Java Region, the writer tries to do pre-research by distributing questionnaires to 30 employees of PT. PTN of West Java. The following are the results of pre-research to 30 employees regarding perceptions of the factors that affect the performance of the company PT. PTN West Java Region with the following results:

**Table-1.1: Employee Perceptions of Factors That Influence Company Performance PT. PTN of West Java**

No.	Factors	Result	
		Amount	%
1	Leadership behavior	19	63,3
2	Compensation	12	40,0
3	Motivation	8	26,7
4	Career path	7	23,3
5	Work environment	10	33,3
6	Corporate work culture	6	20,0
7	Workload	12	40,0
8	Loyalty to the company	7	23,3
9	Work facilities and	5	16,7
10	Technology	0	0

Source: Pre-Research Results by Researcher (2018)

Based on this, then to examine more deeply about leadership conditions that are considered as the factors that most influence the performance of the company at PT. PTN in West Java Region, the researchers conducted a pre-research about leadership with 30 respondents with the following results:

**Table-1.2: Leadership Pre Variable Research Results**

No	Question	Yes		No	
		amount	%	amount	%
1	Leader give instructions clearly and easily understood when giving assignments	25	83,3	5	16,7
2	Leader provide direction / guidance / guidance for employees to overcome the	19	63,3	11	36,7
3	Leader are able to take decisions firmly and clearly on the business risks they face	14	46,7	16	53,3
4	Leader appreciate the work I achieve	24	80,0	6	20,0
5	Leader conduct regular evaluations of work performed	22	73,3	8	26,7
6	Leader always make good relations with partners	19	63,3	11	36,7

Source: Pre-Research Results by Researcher (2018)

Furthermore, to examine deeper about compensation which is considered as one of the factors that most influence the company's performance at PT. PTN in West Java Region, the researchers conducted pre-research with 31 respondents with the following results:

**Table-1.3: Compensation Variable Pre-Research Results**

No.	Question	Yes		No	
		Amount	%	Amount	%
1	My salary is in line with expectations	9	30,0	21	70,0
2	The salary I receive is able to meet the needs of me and my family	16	53,3	14	46,7
3	I get a bonus from the company	1	3,3	29	96,7
4	I got a guarantee / health insurance	23	76,7	7	23,3
5	I get a workforce social security	25	83,3	5	16,7

No.	Question	Yes		No	
		Amount	%	Amount	%
6	The company provides salary, benefits and others on time	29	96,7	1	3,3
7	I get paid overtime when working outside of work hours or weekdays	8	26,7	22	73,3

Source: Pre-Research Results by Researcher (2018)

Next to examine more deeply about the condition of the workload which is considered as one of the factors that most influence the performance of the company at PT. PTN in West Java Region, the researchers conducted pre-research with 30 respondents with the following results:

**Table-1.4: Pre-research Results Workload Variables**

No.	Question	Yes		No	
		Amount	%	Amount	%
1	I have to work overtime to complete my assignments	25	83,3	5	16,7
2	I am often asked to come to work on holidays	19	63,3	11	36,7
3	My workplace has an adequate number of employees	8	26,7	22	73,3
4	Job targets that must be achieved exceeds the capabilities possessed	17	56,7	13	43,3
5	I always use my time off when working	18	60,0	12	40,0

Source: Pre-Research Results by Researcher (2018)

Based on the above background it is felt necessary to conduct research on the influence of leadership, compensation and workload on company performance at PT. PTN of West Java.

This study aims to analyze the effect of leadership, compensation and workload on company performance at PT. PTN of West Java.

**THEORY**

**Leadership**

According to Rivai [3] leadership is a process of influencing in determining organizational goals, motivating perpetrators / followers to achieve goals, influencing to improve the culture of followers, and the process of directing into positive activities that are related to work in organizations -nisation?

As a process, leadership is the use of good influence to direct and coordinate the activities of members to achieve goals. As a trait, leadership is a set of characteristics that is attributed to who has the right to use influence successfully.

According to House *et al.* in Yukl [4] leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. Leadership is an important factor that helps individuals or groups identify their goals and then motivate them in achieving their stated goals.

According to Anoraga in Sutrisno [5], argues that leadership is the ability to influence others, through communication both directly and indirectly with a view to moving people so that they understand, aware, and happy to follow the leader's wishes. This understanding puts leadership as a social interaction, because the activities of leaders in influencing others can only occur through communication, both between leaders and members of the organization individually and with individual groups within the organization. Such communication takes place among others within the work team (team work), work units and others.

According Siswanto [6] states that in essence the qualification of leadership that allows a leader to play his role includes the following matters:

- Praised character and personality.
- High initiative.
- Desire to serve subordinates.
- Be aware and understand environmental conditions.
- High intelligence.
- Oriented to the future.
- Open and straightforward attitude.
- Effective in Communication.

### Compensation

According to Kashmir [7] compensation is a remuneration given by the company to its employees, both financial and non-financial. Kashmir divides the two types of compensation, namely direct compensation or financial compensation, such as wages, salaries, incentives, bonuses, commissions and indirect compensation or non-financial compensation such as insurance, health services, holidays, education, housing and other forms.

According to Handoko in Sutrisno [6] what is meant by compensation is everything that employees receive as compensation for their work. Compensation can be given in various forms, such as in the form of giving money, providing materials and facilities, and in the form of providing career opportunities [8].

Kashmir [7] divides compensation into 2 (two) types, namely:

- 1) Direct or financial compensation is compensation given in the form of money either periodically (weekly, monthly or annually). Types of financial compensation can be in the form of: 1) Salary, 2) Wages, 3) Bonuses, 4) Commissions, 5) Incentives
- 2) Indirect or non-financial compensation. Indirect or non-financial compensation is compensation given in the form of benefits to improve employee welfare both physically and mentally. The types of indirect or non-financial compensation are: 1) health benefits / insurance, 2) social security benefits / labor insurance, 3) wife and child benefits, 4) housing allowances, 5) vehicle benefits, 6) communication benefits, 7) retirement benefits, 8)

holiday allowances, 9) scarcity benefits, 10) expensiveness benefits, 11) education benefits, 12) vacation benefits, 13) and other welfare facilities.

### Workload

Tarwaka [9] defines workload as a condition of work with job descriptions that must be completed at a certain time limit.

According to Nurmianto in Yanti [10] that workload is a collection or number of activities that must be completed by workers within a certain time whereas according to Hard and Staveland [10] states that workload is described as a relationship between a number of capabilities or the capacity of mental processes or thoughts or human resources with or a number of tasks required.

According to the Decree of the Minister of Administrative Reform Number: KEP/75/M.PAN/7/2004 Workload is a number of work targets or results targets that must be achieved within a certain time unit whereas according to the Minister of Home Affairs Regulation Number 12 of 2008 Workload is the amount work must be assumed by an office / organizational unit and is a product of work volume and time norms.

### Tarwaka [11] states that workload is influenced by the following factors:

- 1) External factors namely the burden coming from outside the worker's body such as:
  - The tasks undertaken are physical in nature such as work station, spatial planning, workplace, work tools and facilities, working conditions, work attitude. While mental tasks such as the complexity of the job, the level of difficulty of the work, job responsibilities.
  - Work organization such as work period, rest time, shift work, night work, wage system, organizational structure model, delegation of tasks and authority (delegation).
  - Work environment is a physical work environment, a chemical environment, a biological work environment, and a mental / psychological work environment. These three aspects are often called stressors.

### 2) Internal Factors

Internal factors are factors that originate in the body itself as a result of external workload reactions. The body's reaction is called a strain, the severity of the strain can be judged objectively well. Internal factors include somatic factors (sex, body size, nutritional status, health conditions), psychological factors (motivation, perception, beliefs, desires and satisfaction).

## Organizational Performance

According to Kashmir [7] the notion of performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. From this understanding in performance implies that performance is the result of work and work behavior of a person in a period, usually 1 year.

In practice, performance is divided into 2 (two) types, namely individual performance and organizational performance. Individual performance is the performance produced by someone, while organizational performance is the company's overall performance. But employee performance is an individual performance that will support organizational performance [7].

According to Gibson in Kashmir [7] said individual performance is the basis of organizational performance that is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management of the achievement of individual work.

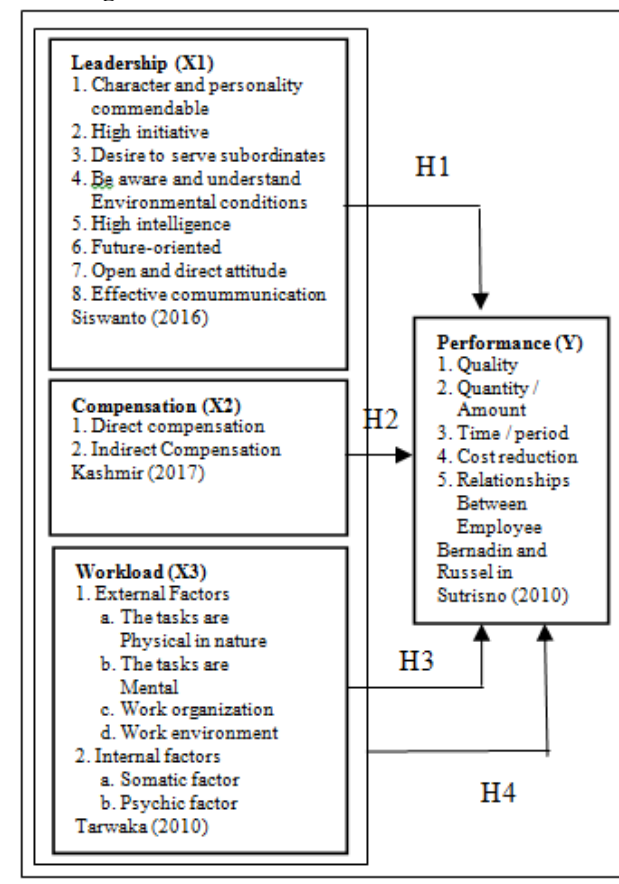
According Sedarmayanti [12] states that organizational performance is a translation of performance which means the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated concrete and measurable evidence (compared to predetermined standards).

According to Bernadin and Russel in Sutrisno [5] proposed six dimensions that can be used as benchmarks to measure performance, namely: 1) Quality (quality), 2) Quantity (amount), 3) Time (time period), 4) Cost emphasis, 5) Supervision, 6) Relationships between employees.

Based on a review of theories that have been raised previously, the research hypothesis is proposed as follows:

- H1: Leadership has a significant effect on employee performance
- H2: Compensation has a significant effect on employee performance
- H3: Workload has a significant effect on employee performance
- H4: Leadership, Compensation and Work Costs jointly influence the Company's Performance.

## Thinking Framework



## RESEARCH METHOD

According to Sugiyono [13], the research method is basically a scientific way to obtain data with specific purposes and uses. The design in this study uses descriptive methods with quantitative research. According to Sugiyono [13] that quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine specific populations and samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing hypotheses that are set. In this study, researchers tried to explain the relationship between the variables of Leadership (X1), Compensation (X2) and Workload (X3), on Company Performance (Y). This research uses descriptive research method that uses a quantitative approach to find and examine the relationships between variables, namely Leadership, Compensation, and Company Performance.

To explore respondents' answers to the questions asked, a research instrument was prepared, through a questionnaire. The questionnaire was arranged in the form of statements to obtain respondents' answers, by checking in the answer column provided. The measurement scale used by researchers to express responses from respondents to each question given is to use a Likert scale. According to Sugiyono [13] Likert scale is used to measure the

attitudes, opinions, and perceptions of a person or group of people about the phenomenon of indicators. In this phenomenon research indicators have been specifically specified by researchers, hereinafter referred to as research variables, with a Likert scale the variables to be measured are translated into indicator variables. Then the indicator is used as a starting point for arranging instrument items which can be statements or questions. The answers to each instrument item have gradations from very positive to negative which can be in the form of words, namely:

- Strongly agree (SA): Score 5
- Agree (A): Score 4
- Neutral (N): Score 3
- Disagree (DA): Score 2
- Strongly disagree (SDA): Score 1

## RESEARCH AND RESULTS

### DISCUSSION

#### Test Validity and Reliability

Based on the results of data processing in Table 4.1. below, all indicators show validity which is above 0.216 (for 83 respondents). Likewise, for the reliability test the three variables are reliable because the Alpha Croan'sbach score is above 0.6, namely Leadership (0.877), Compensation (0.837), Workload (0.816) and Company Performance (0.823)

**Table-4.1: Test the Validity and Reliability of Leadership, Compensation, Workload and Company Performance**

Indicator	Statement	Validity	Cronbach's Alpha
<b>Leadership (X1)</b>			
Character and personality commendable	Statement 1	0,368	0,877
	Statement 2	0,545	
High initiative	Statement 3	0,640	
	Statement 4	0,549	
	Statement 5	0,541	
	Statement 6	0,587	
Desire to serve subordinates	Statement 7	0,461	
	Statement 8	0,389	
Be aware and understand Environmental conditions	Statement 9	0,391	
	Statement 10	0,756	
High intelligence	Statement 11	0,754	
	Statement 12	0,567	
	Statement 13	0,528	
Future Oriented	Statement 14	0,612	
	Statement 15	0,687	
	Statement 16	0,425	
Open and direct attitude	Statement 17	0,463	
	Statement 18	0,684	
	Statement 19	0,495	
	Statement 20	0,369	
Effective comunication	Statement 21	0,507	
	Statement 22	0,332	

Source: Research Data (2019)

Indicator	Statement	Validity	Cronbach's Alpha
<b>Compesation (X2)</b>			
Direct Compensastion	Statement 1	0,525	0,837
	Statement 2	0,553	
	Statement 3	0,659	
	Statement 4	0,246	
	Statement 5	0,602	
	Statement 6	0,671	
	Statement 7	0,722	
	Statement 8	0,768	
Indirect Compensastion	Statement 9	0,635	
	Statement 10	0,522	
	Statement 11	0,580	
	Statement 12	0,442	
	Statement 13	0,576	
<b>Workload (X3)</b>			
The task are physical in nature	Statement 1	0,393	0,816
	Statement 2	0,600	
	Statement 3	0,629	
The task are mental	Statement 4	0,244	
	Statement 5	0,313	
Work organization	Statement 6	0,558	
	Statement 7	0,460	
	Statement 8	0,695	
Work environment	Statement 9	0,706	
	Statement 10	0,472	
	Statement 11	0,509	
Somatic factor	Statement 12	0,544	
	Statement 13	0,533	
	Statement 14	0,510	
Psychic factor	Statement 15	0,434	
	Statement 16	0,411	
	Statement 17	0,273	
	Statement 18	0,399	

Source: Research Data (2019)

Indicator	Statement	Validity	Cronbach's Alpha
Performance Company			
Quality	Statement 1	0,505	0,823
	Statement 2	0,570	
	Statement 3	0,634	
	Statement 4	0,536	
Quantity	Statement 5	0,275	
	Statement 6	0,374	
	Statement 7	0,400	
	Statement 8	0,286	
Time	Statement 9	0,561	
	Statement 10	0,549	
	Statement 11	0,719	
	Statement 12	0,628	
Cost Reduction	Statement 13	0,558	
	Statement 14	0,486	
	Statement 15	0,446	
Relationship between employee	Statement 16	0,637	
	Statement 17	0,441	
	Statement 18	0,584	

Source: Research Data (2019)

**Classic assumption test**  
**Normality test**

**Table-4.2: Normality Test One-Sample Kolmogorov-Smirnov**

N		Unstandardized Residual
		83
Normal Parameters <sup>a</sup>	Mean	0,00
	Std. Deviation	4,126
	Most Extreme Differences	0,063
Positive		0,051
	Negative	-0,063
Test Statistic		0,063
Asymp. Sig. (2-tailed)		0,200 <sup>a</sup>

- a. Test distribution is Normal
  - b. Calculated from data
  - c. Liliefors Significance Corretion
  - d. This is a lower bound of the true
- Source: SPSS Processing Results

From Table 4.2. Above can be seen that the data are normally distributed, this is because the result of the significance (Asymp.Sig) of the Unstandardized Residual value is greater than 0.05. In the above output, according to the Kolmogorov Smirnov Z method, the K-S Z value for Unstandardized Residual is 0.200.

**Multicollinearity Test**

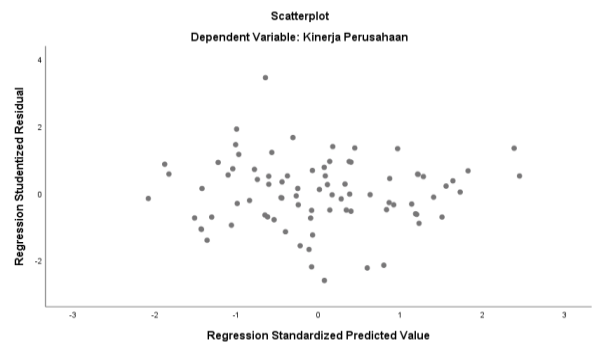
**Table-4.3: Multicollinearity Test Results Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Leadership	0,769	1,300
Compensation	0,712	1,404
Workload	0,755	1,325

- a. Dependent Variable: Company Performance
- Source: SPSS Processing Results

According to the results of the multicollinearity test in Table 4.3. above, the VIF for each of the three variables is 1,300, 1,404 and 1,325. It can be concluded that there is no multico-linearity in the regression model with a tolerance value greater than 0.1.

**Heteroscedasticity Test**



**Fig-4.1: Heteroscedasticity Test Results**  
Source: SPSS Processing Results

From Figure 4.1. It can be seen that the points spread randomly, this can be concluded that there is no heterosecurity in the regression model. Then it can be concluded that the regression model meets the requirements for further analysis.

**Hypothesis Test Results**

**Multiple Linear Regression Test Results**

The results of testing the independent variables of Leadership, Compensation and Workload on Company Performance are shown in Table 4.4. as follows

**Table-4.4: Test Results of the Effects of Leadership, Compensation and Workload on Company Performance**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,074	7,227		1,619	0,109
	Leadership X1	0,231	0,096	0,215	2,409	0,018
	Compensation X2	0,152	0,090	0,157	1,698	0,093
	Workload X3	0,435	0,077	0,510	5,666	0,000

- a. Dependent Variable: Company Performance

Source: SPSS Processing Results

Based on Table 4.4. above, the coefficient quantities of each independent variable used can be determined as follows:

$$Y = 11,074 + 0,231 X1 + 0,152 X2 + 0,435 X3 + e$$

The value of Constants a is equal to 11,074, it shows that if the Leadership (X1), Compensation (X2) and Workload (X3) are respectively 0, then the Company's Performance (Y) is 11,074, the value of this Company's Performance shows that the level of Performance quite low, so it needs to be controlled using Leadership (X1), Compensation (X2) and Workload (X3).

Based on the results of the study it can be concluded that the Leadership independent variable (X1), has a coefficient value of 0.231 meaning that there is a positive and significant influence (0.018 < 0.05) Leadership variable (X1) on the Company Performance variable (Y), if the independent variable the other is fixed value and the Leadership variable (X1) increases or increases by one unit, then the Performance variable (Y) will increase by 23.1%.

Compensation independent variable (X2) has a coefficient value of 0.152 meaning that there is a positive influence of the Compensation variable (X2) but it is not significant (0.093 > 0.05) on Company Performance variable (Y), if the other independent variables are of constant value and Compensation (X2) experiences an increase or increase in one unit, then the Company Performance variable (Y) will increase by 15.2%.

Work Load independent variable (X3) has a coefficient value of 0.435 meaning that there is a positive and significant influence (0,000 < 0.05) Workload variable (X3) on Company Performance variable (Y), if the other independent variables are fixed and the Load variable is Work (X3) experiences a one-unit increase or increase, then Performance (Y) will experience an increase of 43.5%.

Based on the data above, it can be concluded that Workload (X3) has the most influence on

Company Performance (Y) among other variables, followed by Leadership (X1) and Compensation (X2).

**Determination Coefficient Test Results (R2)**

**Table-4.5: Results Coefficient of Determination (R2)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,719 <sup>a</sup>	0,516	0,498	4,204
a. Predictors: (Constant), Workload, Leadership, Compensation.				
Source: SPSS Processing Results				

Based on Table 4.5. above shows that Leadership (X1), Compensation (X2) and Workload (X3), explains the Company Performance (Y) of 51.6%, while 48.4% is explained by other factors.

**Hasil Uji Regresi Simultan (Uji-F)**

**Tabel-4.6: Hasil Uji Regresi Simultan (Uji-F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1490,746	3	496,951	28,121	.000 <sup>b</sup>
	Residual	1396,001	79	17,671		
	Total	2886,747	82			

a. Dependent Variable: Company Performance (Y)

b. Predictors: (Constant), Workload X3, Leadership X1, Compensation X2

Source: SPSS Processing Results

Based on the ANOVA test results in Table 4.6, above, it can be seen that the F-calculated value of 28.121 is greater than the F-table of 2.72 with a significance value of 0,000 because the significance value is smaller than the alpha value of 5%, according to the basis of decision making in F-test, it can be concluded that Leadership (X1), Compensation (X2) and Workload (X3) variables simultaneously have a significant effect on Company Performance (Y).

**Partial Regression Test Results (t-test)**

**Table-4.7: Partial Regression Test Results (t-test)**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	11,074	7,227		1,619	0,109
	Leadership X1	0,231	0,096	0,215	2,409	0,018
	Compensation X2	0,152	0,090	0,157	1,698	0,093
	Workload X3	0,435	0,077	0,510	5,666	0,000
a. Dependent Variable: Company Performance Source: SPSS Processing Results						

The results of testing the research hypothesis in Table 4.7. The summary of the Partial Regression Test (t-Test) above is described as follows:

- H1: Based on the value of the regression analysis obtained t-value of 2.409 > 1.99 and the significance value (sig.) 0.000 < 0.05, it can be



concluded that Ho is rejected and H1 is accepted. Thus, this hypothesis proves "Leadership (X1) has a significant effect on Company Performance (Y)".

- H2: Based on the regression analysis value obtained t-value of  $1.698 < 1.99$  and the significance value (sig.)  $0.093 > 0.05$ , it can be concluded that Ho is accepted and H1 is rejected. Therefore, this hypothesis proves "Compensation (X2) has no significant effect on Company Performance (Y)".
- H3: Based on the value of the regression analysis obtained t-value of  $5.666 > 1.99$  and the significance value (sig.)  $0.000 < 0.05$ , it can be concluded that Ho is rejected and H1 is accepted. Thus, this hypothesis proves "Workload (X3) has a significant effect on Company Performance (Y)".

**Results of Correlation Analysis between Dimensions**

**Table-4.8: Summary of the Correlation Dimensions Matrix**

Indicator	Dimension		Quality (Y1)	Quantity (Y2)	Time (Y3)	Cost Reduction (Y4)	Rel. Between Employees (Y5)
Leadership (X1)	Character and personality commendable (X1.1)	Pearson Correlation	.403**	0,080	.357**	0,168	0,148
	High initiative (X1.2)	Pearson Correlation	.227*	0,193	.257*	0,180	0,153
	Desire to serve subordinates (X1.3)	Pearson Correlation	.255*	0,194	.218*	.329**	0,213
	Be aware and understand environmental conditions (X1.4)	Pearson Correlation	.248*	0,093	.320**	.287**	0,134
	High intelligence (X1.5)	Pearson Correlation	0,186	0,175	.257*	.233*	0,203
	Future Oriented (X1.5)	Pearson Correlation	.303**	0,117	.348**	.267*	.251*
	Open and direct attitude (X1.7)	Pearson Correlation	.412**	0,114	.422**	.418**	.441**
Compensation (X2)	Effective communication (X1.8)	Pearson Correlation	0,158	-0,148	0,081	.466**	.380**
	Direct Compensation (X2.1)	Pearson Correlation	.246*	.529**	.361**	0,079	0,140
Workload (X3)	Indirect Compensation (X2.2)	Pearson Correlation	.306**	.229*	.261*	.373**	.394**
	Task are physical (X3.1)	Pearson Correlation	.313**	0,143	.463**	0,116	-0,049
	Task are mental (X3.2)	Pearson Correlation	0,206	0,100	0,177	.263*	.249*
	Work Organisation (X3.3)	Pearson Correlation	.368**	.295**	.582**	0,099	-0,038
	Work Environment (X3.4)	Pearson Correlation	.454**	.237*	.464**	.473**	.412**
	Somatic Factor (X3.5)	Pearson Correlation	.282**	0,096	.322**	.384**	.409**
Psychic Faktor (X3.6)	Pearson Correlation	.479**	-0,005	.341**	.670**	.669**	

\*\*\_. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Processing Results

Based on the Summary Matrix Correlation between Dimensions in Table 4.8 above, the following results are shown:

- The dimension that has a significant relationship is Effective Sound Volume (X1.8) with Cost Emphasis dimension (Y4) with a correlation value of 0.466. The direction of the relationship is positive, meaning that if the Effective Voice (X1.8) dimension increases the Cost Emphasis dimension (Y4) rises.
- The dimension that has a significant relationship is Direct Compensation (X2.1) with the Quantity dimension (Y2) with a correlation value of 0.529. The direction of the relationship is Positive meaning that if the dimension of Direct Compensation (X2.1) raises the Quantity dimension (Y2) rises.
- The dimension that has a significant relationship is Psychological Factor (X3.6) with the Cost Emphasis dimension (Y4) with a correlation value of 0.670. The direction of the relationship is positive, meaning that if the dimension of Psychological Factors (X3.6) raises the Cost Emphasis dimension (Y4) rises.

**CONCLUSION**

**Managerial Implications**

Leadership and Workload on Company Performance each has a positive and significant effect while Compensation has a positive but not significant effect on Company Performance. Leadership, Compensation and Workload affect simultaneously/jointly on Company Performance. For this reason, in order to improve company performance, it is necessary to consider the leadership capacity and quality of the leaders, the policy to determine / fulfill compensation that is fair, appropriate, reasonable and competitive and is accompanied by a balanced distribution of workloads that takes into account the capabilities and employees as well as supporting facilities and infrastructure supporting company performance.

**Contributions to the theory**

Based on the results of this study concluded that leadership, compensation and workload jointly or simultaneously affect Company performance, so it can be concluded that leadership, compensation and workload are variables that greatly affect the performance of the company at PT. State University of West Java.

The results showed that leadership has a positive and significant effect on company performance, which means that if the ability and quality of leadership are improved there will be an increase with company performance. In line with this, Suryana, et al. [14], stated in his research in the Mining Division of PT. Inco Sorowako that Leadership has a positive effect on company performance. Similarly, research

conducted by Suprihat Asep and Masyhudzulhak Djamil [15] states that leadership has a positive and significant influence on employee performance in Rawalumbu District, Bekasi City. Then in the research of Yanti DWI Dova and Ahmad Badawi Saluy [10] stated that leadership had a positive and significant influence on the performance of teachers at SMA Negeri 7 Bengkulu Selatan. Then in the research of Pandi Wijaya Arga [16], stated in his research at PT Penindo Nusa Kencana that the leadership variable had a positive and significant influence on company performance.

The results showed that compensation has a positive effect but does not significantly influence company performance, which means that if the compensation is raised it will have a positive effect but still not so significant on the increase in company performance. In line with this, Juliningrum and Sudiro [17], stated in their research that compensation did not significantly influence the performance of Universitas Brawijaya's Information Technology and Computer Science (PTIHK) Program employees. Subekti and Djoko Setiadi [18] in their research at PT Pupuk Kalimantan Timur stated that compensation had no effect on employee performance. Similarly, Yuliantini Hesti [19], stated in his research, that compensation had a positive and not significant effect on the performance of PT. Bank XYZ Area Jakarta Pondok Indah. No significant effect of compensation on company performance can be due to compensation given at PT. State Universities of West Java based on status, class and position by taking into account the level of education and length of work. Besides that, the employees at PT. PTN West Java Region are still Permanent Monthly Employees (TBT) and the majority is young, although direct compensation is not high or not as expected they have high dedication to work well, still need self-recognition (self-actualization) and wants to become a permanent employee (organic).

The results showed that the workload had a positive and significant effect on company performance, which means that if the optimal loading of workloads by taking into account the ability and number of employees and the fulfillment of facilities and infrastructure fulfilled would increase company performance In line with this Adityawarman *et al.* [20], stated that workload has a positive and significant effect on the performance of the employees of PT. Bank Rakyat Indonesia (Persero) Tbk Krekot Branch. Likewise Rahayu *et al.* [21], stated in their research that workload had a positive and significant effect on employee performance at the Manado City Revenue Service. Then in research Karauwan *et al.* [22] at the South Minahasa Public Works Department stated the workload had a positive and significant effect on employee performance. Likewise, the results of the research of Yanti Dwi Dova and Ahmad Badawi Saluy [10] stated that workload partially had a positive and

significant effect on teacher performance in SMA Negeri 7 Bengkulu Selatan.

### Research Limitations

This research was conducted only at PT. PTN Jawa Barat Region, while for PT. Other Territory PTNs have not yet been conducted. This research is focused on the variables of Leadership, Compensation and Workload on Company Performance of PT. PTN of West Java

### Direction of Further Research

Further research can explore other other independent variables that have not been examined in this study such as Work Discipline, Work Motivation, Organizational Culture and Organizational Commitment that affect the company's performance to obtain better conclusions.

## SUGGESTIONS

Based on research and analysis conducted, researchers want to provide advice to PT. PTN West Java region as follows:

- The ability and quality of leadership needs to be improved by conducting coaching, training leaders through leadership, mental and discipline training and spiritual coaching. Leaders always motivate their subordinates to work well, target-oriented discipline/completion of work. Leaders must have or show good morals and character, discipline, consistency, commitment, high integrity and loyalty to the company.
- It is necessary to evaluate the compensation given by the company to employees today, so that the company can provide fair, reasonable, reasonable and competitive compensation.
- Companies need to increase the number and increase the skills, abilities of employees and pay attention to work facilities and infrastructure so that it is adequate so that the workload can be optimal and the company's targets can be achieved.

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