

LEADERSHIP STYLE, COMPENSATION, TRAINING, AND MOTIVATION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine and explain the effect of Leadership Style, Compensation, Training, and Motivation on Employee Performance of PT. Hasan Pratama Kartasura. The population of this study was 65 employees of PT. Hasan Pratama Kartasura with saturated samples. Data collection using a questionnaire. Data analysis techniques using the Multiple Linear Analysis method. The results of the study showed that Leadership Style, Compensation, Training, and Motivation on Employee Performance of PT. Hasan Pratama Kartasura has a positive and significant influence by contributing to Performance by 82.3% while the remaining 17.7% is explained by other variables not proposed in this study. Suggestions from this study, employees of PT. Hasan Pratama Kartasura can improve training and motivation in the leadership style applied in the company in order to get compensation that is in accordance with performance.

Keywords: *Performance, Leadership Style, Compensation, Training, Motivation, Employees*

1. INTRODUCTION

Human resources are a key factor in economic reform, creating high-quality, skilled, and highly competitive human resources in a global competition that we have so far neglected. Human resources are a crucial factor in life's activities; the success or failure of an organization or company depends on human resources. High-quality human resources will significantly impact a company's success, while low-quality human resources will negatively impact its success. In line with the development of science and technology, every organization or company is required to have competent human resources. In this case, humans are the driving force behind a company's success, developing strategies, targets, creating innovations, and achieving company goals.

Employees are valuable assets and must be managed effectively by an organization to achieve maximum results. Every organization demands that employees work effectively and efficiently. Effectiveness and efficiency are essential for an organization to survive in intense competition. Furthermore, the quality and quantity of employees are crucial for collective progress, leading to the achievement of desired and planned goals. Achieving good results requires goal setting and rational work planning. A company will strive to improve employee performance to achieve its initial plans.

Performance is the level of achievement of results from the implementation of specific tasks. Company performance is the level of achievement of results in order to realize company goals. Performance management consists of all activities carried out to improve company or organizational performance, including the performance of each individual and the company's work group (Muqtafin et al., 2024). Employee performance is a very important factor in supporting business success. High performance will be very beneficial for both employers and employees, especially for their welfare. Performance also reflects the employee's work ethic, as

well as a positive mental attitude. The right way to improve employee performance is through employee development with factors that influence performance. Some factors that influence performance include leadership style, compensation, training, and motivation. It is hoped that by implementing this system, employees will be able to improve their performance (Setiawan et al., 2021). Performance is the work results that can be achieved by an individual or group of people within a company according to their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law, and not contrary to morals and ethics (Yasa et al., 2023).

Leadership style is a crucial aspect of employee performance because it is a key factor in improving employee performance. Leadership style is the behavioral norm used by an individual when attempting to influence the behavior of others, as perceived, with the aim of aligning perceptions among people, which will influence their position to be very important (Gunawan et al., 2022). Leadership style is a leader's ability to influence others in the form of behavior, both individually and in groups. The strategic role of leadership is crucial for achieving a company's vision, mission, and goals (Kusdianto et al., 2022). Leadership style is the method used by leaders to influence subordinates to carry out their duties and obligations in accordance with company goals. In leadership, the quality of encouragement, enthusiasm, direction, and support are factors that must be considered. Good leadership is necessary to produce high employee performance, where leaders can provide clarity in giving orders, tasks, and responsibilities to their employees (Yanti et al., 2022).

Compensation is one of the most important aspects for both employees and organizations. Compensation encompasses all forms of wages or rewards applicable to employees arising from their work. It serves as a motivational tool and a strategic development path for optimizing the quality of human resources (Wandi et al., 2022). Compensation is all income, whether in cash, in kind, directly or indirectly, received by employees in return for services rendered to the company. Establishing an effective compensation system is a crucial part of human resource management because it helps attract and retain talented employees (Muqtafin et al., 2024). Compensation is the provision of rewards or recognition from management to employees in both non-financial and financial forms (Prabandari et al., 2023).

Training is the process of learning the basic skills needed by new employees to perform their jobs. Training is crucial for improving performance. Training is a crucial factor in human resource development. Training not only increases knowledge but also enhances work skills, thereby improving work performance (Setiawan et al., 2021). Training is essential for improving the quality of human resources for the advancement of the company and is a crucial factor in both domestic and international competition. Rapid developments in science and technology within a company require balanced efforts to develop human resources responsible for managing and running the company (Fahrozi et al., 2022). This training is closely related to employee abilities and skills in carrying out specific tasks. Training and development for employees in a company provide various benefits for both employees and the company itself. Employees will be able to increase their potential, knowledge, and skills, which will have positive implications for the company (Wibowo & Cahyanti, 2022).

Work motivation is one factor that can influence employee performance. Work motivation drives someone to perform their job better. Motivation can encourage employees to consistently deliver their best efforts and foster personal development (Yasa et al., 2023). Motivation is an internal driving force that demonstrates an individual's interest in work, satisfaction, and responsibility for the work they perform. Individual behavior is often driven by the desire to achieve specific goals. Motivation is important to consider because it can enhance employee enthusiasm when carrying out assigned tasks. Without good motivation, employees cannot perform their duties effectively, resulting in unsatisfactory work results (Dewi et al., 2023).

Based on the phenomenon of employee performance and the results of previous research on factors influencing employee performance, this study was conducted. This study re-examines the influence of Leadership Style, Compensation, Training, and Motivation on Performance. The study was conducted at PT. Hasan Pratama Kartasura.

2. RESEARCH METHODS

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between variables of leadership style, compensation, training, and motivation on employee performance. This study was conducted at PT. Hasan Pratama Kartasura which is located at Cucukan, Dusun II, Wirogunan, Kartasura District, Sukoharjo Regency, Central Java 57166. The study was conducted for 3 months from February to April 2025. The population in this study were all employees who worked at PT. Hasan Pratama Kartasura, totaling 53 people. The sample in this study was all employees of PT. Hasan Pratama Kartasura, totaling 53 people or respondents. The sampling technique used in this study was the census technique.

3. RESULTS AND DISCUSSION

Multiple Linear Regression Test

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	11,061	Positive
2	Leadership	.280	Positive
3	Compensation	.327	Positive
4	Training	.186	Positive
5	Motivation	.192	Positive

Source: Primary data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:
 $Y = 11.061 + 0.280 X_1 + 0.327 X_2 + 0.186 X_3 + 0.192 X_4$

From this equation it can be explained that:

- a. Constant (a)
 The constant value of 11.061 indicates that the variables of Leadership, Compensation, Training and Motivation if the value is 0 then the Employee Performance of PT. Hasan Pratama Kartasura Employees has a Performance level of 11.061.
- b. Leadership Coefficient (b₁)
 The Leadership coefficient or Leadership variable (β₁) is 0.280 with a positive value. This means that for every 1-fold increase in Leadership, the Employee Performance of PT. Hasan Pratama Kartasura employees will increase by 0.280, assuming other variables remain constant.
- c. Compensation Coefficient (b₂)
 The Compensation coefficient or Compensation variable (β₂) is 0.327 with a positive value. This means that for every 1x increase in Compensation, the Employee Performance of PT. Hasan Pratama Kartasura will increase by 0.327, assuming other variables remain constant.
- d. Training Coefficient (b₃)
 The Training Value or Training variable (β₃) is 0.186 with a positive value. This means that for every 1-fold increase in Training, the Employee Performance of PT. Hasan Pratama Kartasura Employees will increase by 0.186, assuming other variables remain constant.
- e. Motivation Coefficient (b₄)
 The Motivation Value or Motivation variable (β₃) is 0.192 with a positive value. This means that for every 1-fold increase in Motivation, Employee Performance at PT. Hasan Pratama Kartasura will increase by 0.192, assuming other variables remain constant.

Model Feasibility Test

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	17,193	.2,737	0,000	0.05	Eligible Model

Source: Primary data processed in 2025

From the results of the model feasibility test, $F_{count} > F_{table}$ of $17.793 > 2.737$ was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is a simultaneous and significant influence between Leadership, Compensation, Training and Motivation on Employee Performance of PT. Hasan Pratama Kartasura Employees and meets the feasibility test for the model.

Hypothesis Testing

Table 3. Hypothesis Testing Results

Hypothesis	thitung	ttable	Sig.	Standard	Information
H1	2,833	>1,992	.033	0.05	Ha Accepted
H2	2,924	>1,992	.030	0.05	Ha Accepted
H3	3,526	>1,992	.005	0.05	Ha Accepted
H4	2.106	>1,992	.024	0.05	Ha Accepted

Source: Primary data processed in 2025

Based on the results of the t-test in the table above, it can be explained in the following form:

- The Influence of Leadership on Employee Performance at PT. Hasan Pratama Kartasura
The Leadership variable has a t-value $>$ t-table ($2.383 > 1.992$) and a significance of $0.033 < 0.50$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Leadership on Employee Performance of PT. Hasan Pratama Kartasura Employees.
- The Influence of Compensation on Employee Performance at PT. Hasan Pratama Kartasura
The Compensation variable has a calculated t value $>$ t table ($2.924 > 1.992$) and a significance of $0.030 < 0.50$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Compensation on Employee Performance of PT. Hasan Pratama Kartasura Employees.
- The Influence of Training on Employee Performance at PT. Hasan Pratama Kartasura
The Training variable has a calculated t value $>$ t table ($3.526 > 1.992$) and a significance of $0.005 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Training on Employee Performance of PT. Hasan Pratama Kartasura Employees.
- The Influence of Motivation on Employee Performance at PT. Hasan Pratama Kartasura
The Motivation variable has a tcount value $>$ ttable ($2.106 > 1.992$) and a significance of $0.024 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of Motivation on Employee Performance of PT. Hasan Pratama Kartasura Employees.

Coefficient of Determination Test (R²)

Table 3. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Information
1	.612a	.875	.823	Eligible Model

Source: Primary data processed in 2025

Based on the calculation results, the adjusted R square value is 0.823. This means that the variables of Leadership, Compensation, Training and Motivation contribute to the Employee Performance of PT. Hasan Pratama Kartasura by 82.3%, while the remaining 17.7% is explained by other variables not proposed in this study.

Discussion

The Influence of Leadership on Employee Performance of PT. Hasan Pratama Kartasura Employees

Based on the test presented in Table IV.10, it shows that Leadership has a calculated t value $> t$ table ($2.383 > 1.992$) and a significance of $0.033 < 0.50$, so Leadership has a positive and significant effect on Employee Performance of PT. Hasan Pratama Kartasura Employees.

The results of this study are in line with research Kusdianto et al., (2022); Gunawan et al., (2022) and Yanti et al., (2022). This indicates that leadership has a positive effect on performance. Leadership plays a crucial role and positively influences employee performance in many companies, including PT Hasan Pratama Kartasura. Leadership at PT Hasan Pratama Kartasura can positively influence employee performance for several reasons:

- a. Clear Direction and Vision: Good leaders are able to clearly formulate and communicate the company's vision, mission, and goals to employees. Employees who understand the company's direction will be more motivated to work toward those goals, thereby improving their performance.
- b. Motivation and Inspiration: Inspirational leaders can motivate employees through example, recognition, and positive reinforcement. They are able to inspire enthusiasm and passion for their work, making them feel valued and motivated to give their best.
- c. Employee Development: Effective leaders care about developing their employees' potential. They provide opportunities for training, skills development, and constructive feedback, which in turn improves employee competence and performance.
- d. Positive Work Environment: A participatory and supportive leadership style creates a conducive, comfortable, and collaborative work environment. Employees feel safe to innovate, share ideas, and collaborate, which positively impacts productivity and work quality.
- e. Effective Decision Making: Strong leaders are able to make sound, strategic decisions and manage problems effectively. This provides employees with confidence and stability, reduces confusion, and allows them to focus on their tasks.
- f. Effective Communication: Communicative leaders ensure information flows smoothly both ways. They listen to employee input, provide clear direction, and establish transparency, thereby reducing misunderstandings and improving coordination.
- g. Conflict Management: Leaders who are skilled at managing conflict in the workplace can create a harmonious atmosphere. Effective conflict resolution prevents a decline in employee morale and productivity.

In the context of PT Hasan Pratama Kartasura, as a company engaged in the publishing and printing sector, effective leadership appears to contribute to:

- a. Book product innovation: A visionary leader can encourage the team to continuously innovate in creating engaging and quality book content and formats.
- b. Production efficiency: Good management by leaders can ensure that the printing process runs efficiently and on time.
- c. HR Professionalism: Leaders who focus on human resource development will ensure that employees have high skills and work ethic in producing quality products.

Thus, strong and positive leadership at PT Hasan Pratama Kartasura is likely to play a key role in improving employee motivation, efficiency, and work quality, which ultimately has a positive impact on the company's overall performance.

The Influence of Compensation on Employee Performance of PT. Hasan Pratama Kartasura Employees

Based on the test presented in Table IV.10, it shows that Compensation has a calculated t value $> t$ table ($2.924 > 1.992$) and a significance of $0.030 < 0.50$, so Compensation has a positive and significant effect on Employee Performance of PT. Hasan Pratama Kartasura Employees.

The results of this study are in line with Wandu et al., (2022), Muqtafin et al., (2024) And Rabandari et al., (2023) which concludes that there is a significant positive influence of compensation on performance.

The positive and significant influence of compensation on employee performance at PT Hasan Pratama Kartasura has a strong impact due to several reasons below:

- a. Fulfillment of Basic Needs and Welfare:
 - 1) Employee Motivation: Employees work to meet their living needs, from basic needs like food, clothing, and shelter to higher needs like financial security, children's education, or investments. Adequate and competitive compensation (salary, benefits, bonuses) enables employees to meet these needs.
 - 2) Focus on Work: When employees feel their compensation is fair and sufficient to support their lives, they are more likely to focus on work tasks rather than worrying about personal finances. This directly improves concentration and productivity.
- b. Increased Motivation and Work Morale:
 - 1) Rewards and Recognition: Compensation is a concrete form of appreciation for employee contributions. When employees feel their contributions are recognized through appropriate compensation, their motivation to continue performing increases.
 - 2) Motivation to Perform Better: Performance-based compensation schemes (e.g., performance bonuses, incentives) encourage employees to work harder, smarter, and achieve higher goals. They see a direct link between their efforts and the rewards they receive.
 - 3) Fairness and Equality: A transparent, fair, and equitable compensation system can increase job satisfaction. If employees feel unfairly treated in terms of compensation, it can lower morale and performance.
- c. Attracting and Retaining Top Talent:
 - 1) Company Attractiveness: In the publishing and printing industry, competition for skilled talent can be fierce. Attractive compensation (high salary, comprehensive benefits, attractive benefits) helps PT Hasan Pratama Kartasura attract high-quality employees with relevant skills and experience.
 - 2) Employee Retention: Employees who feel their compensation aligns with their values and contributions tend to stay with the company longer. This reduces employee turnover, saves on recruitment and training costs, and maintains operational continuity and knowledge accumulation within the company.
- d. Increased Job Satisfaction:
 - 1) Satisfaction and Loyalty: Employees who are satisfied with their compensation tend to have higher job satisfaction. This job satisfaction is often positively correlated with employee loyalty and commitment to the company.
 - 2) Improved Work Ethic: Satisfied employees tend to have a more positive, proactive work ethic and are willing to go the extra mile, ultimately improving overall performance.

In the context of PT Hasan Pratama Kartasura as a publishing and printing company in Kartasura, positive and significant compensation could mean:

- a. Competitive salary compared to similar companies in Surakarta and surrounding areas.
- b. There are clear and measurable bonuses or incentives based on achieving production targets, print quality, or book sales.
- c. Adequate health, transportation, or meal allowances.
- d. Career development opportunities are often accompanied by increased compensation.

By providing good compensation, PT Hasan Pratama Kartasura can ensure that its employees feel valued, motivated, and have a strong incentive to deliver their best performance in every aspect of their work, from editorial processes, graphic design, to print production and distribution.

The Influence of Training on the Performance of Health Services in Sukoharjo Regency.

Based on the test presented in Table IV.10, it shows that the Training Variable has a calculated t value $>$ t table ($3.526 > 1.992$) and a significance of $0.005 < 0.05$, so Training has a positive and significant effect on Employee Performance of PT. Hasan Pratama Kartasura Employees.

This research is in line with research by Wibowo & Cahyanti, (2022), Fahrozi et al., (2022) and Setiawan et al., (2021) also shows a significant influence of training on performance. Training has a positive and significant impact on employee performance at PT Hasan Pratama Kartasura for several main reasons rooted in improving employee competence, motivation, and adaptability.

a. Competency and Skills Improvement

One of the most fundamental reasons why training has a positive impact is because it directly improves employees' knowledge, skills, and abilities (KSAs). For a publishing and printing company like PT Hasan Pratama Kartasura, this could mean:

- 1) **Technical Skills:** Employees involved in the pre-press process (graphic design, layout, proofing), printing (operating offset/digital presses, setting ink), and post-press (cutting, binding, finishing) require specific technical skills. Training enables them to master new technologies, innovative printing techniques, or the latest design software, all of which contribute to better and more efficient work.
- 2) **Product Knowledge:** Employees, especially those in marketing or sales, need to understand the ins and outs of the book products or printing services they offer. Training can provide in-depth insights into market trends, material specifications, or competitive advantages, enabling them to communicate more effectively with customers.
- 3) **Soft Skills:** In addition to hard skills, training can also improve soft skills such as communication, teamwork, problem-solving, time management, and customer service. These skills are essential for smooth collaboration between departments and positive interactions with clients.

With better skills, employees become more effective in carrying out their tasks, reducing errors, improving product quality, and speeding up work processes.

b. Increased Motivation and Job Satisfaction

Training is not only about skills, but also has an impact on the psychological aspects of employees:

- 1) **Feeling Appreciated:** When a company invests in employee training, it sends the message that it values potential and wants employees to grow. This sense of appreciation can increase employee loyalty and commitment to PT Hasan Pratama Kartasura.
- 2) **Self-Confidence:** Employees who have undergone training and feel more competent tend to have higher levels of self-confidence. This makes them more willing to take initiative, overcome challenges, and innovate in their work.
- 3) **Career Opportunities:** Training often paves the way for future promotions or career advancement. This prospect of advancement is a powerful motivator for employees to perform better and remain loyal to the company.
- 4) **Reducing Boredom:** Training can help break up work routines and introduce employees to new challenges, keeping work interesting and preventing boredom that can lower performance.

c. Adaptation to Change and Innovation

The publishing and printing industry continues to evolve rapidly, driven by technology and changing market preferences. The training enables PT Hasan Pratama Kartasura to:

- 1) **Facing New Technologies:** New printing presses, updated design software, or emerging digital publication formats require rapid adaptation. Training ensures employees are ready to use these tools to maintain the company's competitive edge.

- 2) Product and Service Innovation: With updated knowledge and skills through training, employees are better able to innovate in creating more attractive book products, more efficient printing processes, or better customer service.
- 3) Change Management: Training can also help employees understand and accept organizational changes, so that the transition is smoother and does not disrupt performance. In short, training at PT Hasan Pratama Kartasura ensures employees remain relevant, motivated, and able to adapt to ever-changing job and market demands, which directly contributes to improved individual performance and, ultimately, the company's overall success.

4. The Influence of Motivation on Employee Performance at PT. Hasan Pratama Kartasura

Based on the test presented in Table IV.10, it shows that Motivation has a calculated t value $> t$ table ($2.106 > 1.992$) and a significance of $0.024 < 0.05$, so Motivation has a positive and significant effect on Employee Performance of PT. Hasan Pratama Kartasura Employees.

The results of this study are in line with research Yasa et al., (2023), Nurhalizah & Oktiani, (2024) and (Dewi et al., 2023), stated in hThe results of the study show that motivation has a significant influence on employee performance.

Motivation is one of the key drivers of employee performance in every company, including PT Hasan Pratama Kartasura. There are several compelling reasons why motivation has a positive and significant impact on employee performance at PT Hasan Pratama Kartasura:

a. Increased Effort and Dedication

Motivated employees automatically put more effort into their work. They not only do what's asked of them, but also strive to exceed expectations. At PT Hasan Pratama Kartasura, this could mean:

- 1) Increased Productivity: Editorial staff will be more thorough in editing, designers will be more creative in creating layouts, and printing press operators will be more careful to avoid errors, resulting in a higher volume of work and higher quality.
- 2) Perseverance in the Face of Challenges: When faced with tight deadlines, technical problems, or complex projects, motivated employees are less likely to give up. They will seek solutions and work harder to achieve their goals.
- 3) Initiative: Motivated employees are often proactive in looking for new ways to improve work processes, save costs, or produce better products, without having to be explicitly asked.

b. Improving Work Quality

High motivation impacts not only the quantity but also the quality of work. Motivated employees care more about their output.

- 1) Attention to Detail: In the printing and publishing industry, detail is crucial. Motivated employees will be more meticulous when checking proofs, ensuring accurate color reproduction, or neatly sorting books.
- 2) Reducing Errors: Strong motivation makes employees more focused and careful, which significantly reduces the error rate in every stage of production.
- 3) Commitment to Standards: They will strive to meet and even exceed the quality standards set by the company, because they take pride in their work.

c. Increased Engagement and Commitment

Motivation makes employees feel emotionally connected to their work and company.

- 1) Sense of Ownership: Motivated employees feel a part of PT Hasan Pratama Kartasura and have a personal responsibility for the company's success. They act like owners, not just employees.
- 2) Employee Retention: Motivated and satisfied employees tend to be more loyal and less likely to look for work elsewhere. This is crucial for PT Hasan Pratama Kartasura to retain experienced talent in the publishing and printing industry.

- 3) Better Teamwork: Individual motivation often spreads throughout the team. Motivated employees tend to be more collaborative, supportive, and contribute positively to the team dynamic, which is essential for large projects like book publishing.
- d. Increased Job Satisfaction
- A reciprocal relationship exists between motivation and job satisfaction. When employees are motivated to work, they tend to feel more satisfied with their jobs, and conversely, job satisfaction can also increase motivation.
- 1) Positive Work Environment: Motivated employees will create a more positive and energetic work atmosphere, which has a positive impact on overall morale.
 - 2) Mental Well-Being: Feeling motivated and accomplished can improve employees' mental well-being, reduce stress, and increase their engagement.
- Overall, motivation is the fuel that drives employee performance. Without motivation, employees may only perform at minimal standards. However, with strong motivation, PT Hasan Pratama Kartasura employees will strive to give their best, innovate, and contribute maximally to the company's goals in the publishing and printing industry.

4. CONCLUSIONS AND SUGGESTIONS

Based on the results of research on Leadership Style, Compensation, Training, and Motivation on Employee Performance at PT. Hasan Pratama Kartasura, it can be concluded that:

1. Leadership style has a positive and significant effect on employee performance at PT. Hasan Pratama Kartasura.
2. Compensation has a positive and significant effect on employee performance at PT. Hasan Pratama Kartasura.
3. Training has a positive and significant impact on employee performance at PT. Hasan Pratama Kartasura.
4. Motivation has a positive and significant effect on employee performance at PT. Hasan Pratama Kartasura.

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