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The Influence of Leadership Style, Compensation, and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable (Empirical in Semarang Islamic Financial Institutions)

Amin Sadiqin

Sekolah Tinggi Ilmu Mahardhika Surabaya, Indonesia

Email: aminsadiqin@stiemahardhika.ac.id

Abstract

This study aims to determine the effect of leadership style, compensation and organizational culture on employee performance at Islamic Financial Institutions in Semarang City with work motivation as an intervening variable. This sample uses Islamic financial institutions, namely BMT Beringharjo, BMT BIF and Bank Muamalat with a total of 40 respondents. From BMT Beringharjo 3 employees, BMT BIF 25 employees and Bank Muamalat 12 employees. Based on the analysis that has been done, the results show that leadership style has a positive effect on employee performance, compensation has a negative effect on employee performance, organizational culture has a negative effect on employee performance, leadership style has a positive effect on work motivation, compensation has a positive effect on work motivation, organizational culture has an effect positive effect on work motivation, work motivation has a positive effect on employee performance, leadership style has a positive effect on employee performance through work motivation, compensation has a positive effect on employee performance through work motivation, and organizational culture has a positive effect on employee performance through work motivation in Islamic financial institutions in Semarang city.

Keywords employee performance, leadership style, compensation, organizational culture, work motivation

INTRODUCTION

The fundamental objective of the banking business is to obtain optimal profits by providing financial services to the community (Kuncoro, 2002). Of the many financial institutions, such as banks, BMTs, cooperatives, BUM/BUMD and so on, the main place for transactions to occur is banking. The banking business is an inseparable part of service and trust. The excellent service provided by the company will foster customer trust so that it is expected to increase the achievement of the bank's business (Wibowo, 2015).

In an effort to achieve good performance, of course it is not an easy thing to get for granted, there are various factors that cause an employee to have good performance or not. The cause could be oneself, or the work motivation possessed by the employee or individual. Or it could be due to other factors, such as leadership style, organizational culture and compensation provided indirectly which can affect the employee's performance through his work motivation or can directly affect the performance of the individual.

According to Bass, et al (2003), an important factor that determines employee performance is leadership. Leadership describes the relationship between the leader (leader) and those who are led (follower) and how a leader directs followers will determine the extent to which his followers can achieve the goals or expectations of the leader. Leadership style



is a way for a leader who will have a big influence to move every organizational environment in order to achieve the goals that have been set.

In addition to leadership style, compensation is one factor that can affect employee performance. The best way to increase employee performance capabilities is to provide compensation that is in accordance with the increase in employees (Setiadi, et al, 2016). According to Nasution (2013), compensation is a way of remuneration provided by the company to employees, which can be financial or non-financial. A good compensation system will be able to arouse enthusiasm and provide satisfaction for employees so as to spur them to work even better in improving their performance. Therefore, the higher the compensation received by employees, the higher the performance of employees.

Other factors that also have a role in influencing employee performance, namely organizational/company culture. Organizational culture has an important role in determining an organization. Organizations can grow and develop because the organizational culture contained therein is able to stimulate the morale of the human resources in it, so that organizational performance increases (Wibowo, 2016).

A decrease in organizational performance can occur due to a decrease in employee performance which is influenced by various factors, including motivation. Work motivation is very important for employees because motivation can move individuals to work harder and with better quality work so that employee performance can increase and ultimately have an impact on increasing organizational performance (Lusthaus, 2002). The existence of various factors that can affect employee motivation in improving performance is very important for the company to pay attention to because it can have an impact on achieving company goals.

LITERATURE REVIEW

Motivation Theory

Motivation is an activity that maintains human behavior, causes, and distributes. This means that motivation is the result of the interaction between the individual and the situation, while each individual has different basic motivational drives.

Loeke (1990) argues that setting a goal not only affects work but can also stimulate employees to use or find the most effective work methods. In setting goals by including employees can grow work motivation and the achievement of work performance will be more maximal.

Herzberg (1996) determines the factors that influence motivation in organizations that satisfy human needs, including: (1) needs related to job satisfaction; (2) needs related to job dissatisfaction. The factors that affect job satisfaction are called motivators. The motivation in question is a process that can produce individual employee persistence and an intensity of direction in an effort to achieve the goal of carrying out even better performance.

Employee Performance

Employee performance is an abbreviation of the kinetics of work energy which has an equivalent in English, namely performance, which is then often Indonesianized as



performance. Performance is defined as the output produced by the functions or indicators of a job or a profession within a certain time (Wirawan, 2015).

Factors Affecting Employee Performance Mathis and Jackson (2000) states that there are 3 main factors affecting employee performance. Those factors are:

1. Individual ability to do work.
2. Attempts made.
3. Organizational support.

Leadership Style

Rivai (2004) states that leadership can be interpreted as a process of influencing and directing activities related to the work of group members. There are three important implications in this case including:

1. Leadership involves other people such as followers and subordinates.
2. Leadership involves distributing power between leaders and group members in a balanced way, because group members are not powerless.
3. There is the ability to use different forms of power to influence the behavior of followers in various ways.

Compensation

According to Nasution (2013), compensation is remuneration provided by the organization/company to employees, which can be financial or non-financial, in a fixed period.

The purpose of giving compensation is to be able to provide a stimulus as well motivation employees to continuously improve their work performance. Therefore, if the awarding of compensation is carried out correctly, properly, and fairly, then paraemployee certainly will be more motivated and continue to want to increase productivity in order to achieve goals organization or the company.

According to Susanto (2001) there are several factors that can affect compensation:

1. Existing payroll system
2. Welfare provided by the organization
3. Justice in wages
4. Award on achievement
5. Department Promotion.

Organizational Culture

According to Sutrisno (2010) organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by members of an organization. as a guideline of behavior and prevention of organizational problems.

Luthans (2006) stated that there are important characteristics in an organizational culture. These characteristics include:



1. *Observed rules of conduct*. Where when members of the organization interact with each other, they use common terms, language, and rituals related to ways of behaving and respect.
2. *Norma*. Are standards of conduct, including guidelines on how much work to do.
3. *Dominant value*. The organization supports and expects participants to share core values. Such as little absence, high efficiency and high product quality.
4. *Philosophy*. There are policies that shape organizational beliefs regarding how employees and or customers are treated.
5. *Rule*. There are strict guidelines relating to the achievement of the company. New entrants must learn existing techniques and procedures to be accepted as members of the growing group.
6. *Organizational Climate*. It is the overall "feeling" conveyed by the new physical setting, the way participants interact, and the way organizational members relate to customers and outside individuals.

Work Motivation

Mas'ud (2004) defines motivation as a driving force (movers) that exists within a person to act.

Hypothesis

H1: Influential leadership style positive on employee performance at Islamic Financial Institutions in the City of Semarang

H2: Compensation has a positive effect on employee performance at Islamic Financial Institutions in the City of Semarang

H3: Organizational culture has a positive effect on employee performance at Islamic Financial Institutions in the City of Semarang

H4: Leadership style has a positive effect on work motivation employees at Islamic Financial Institutions in the City of Semarang

H5: Compensation has a positive effect on employee motivation at Islamic Financial Institutions in the City of Semarang

H6: Organizational culture has a positive effect on employee motivation in Islamic Financial Institutions in the City of Semarang.

H7: Motivation has a positive effect on the performance of employees at the Institute Sharia Finance in Semarang City

H8: Leadership style has a positive effect on employee performance at Islamic Financial Institutions in Semarang City through work motivation

H9: Compensation has a positive effect on employee performance at Islamic Financial Institutions in Semarang City through work motivation

H10: Organizational culture has a positive effect on employee performance at Islamic Financial Institutions in Semarang City through work motivation



METHOD

Research Object/Subject

The objects used in this study are Islamic financial institutions, especially at BMT Beringharjo, BMT BIF and Bank Muamalat in Semarang City. Meanwhile, the research subjects are the employees of the Islamic Financial Institution.

Data Type

This research is quantitative research using primary data which will be collected directly by conducting a survey and distributing questionnaires to the respondents.

Population and Sample

1. Population

According to Sugiyono (2014) population is a generalized area that has certain qualities and characteristics determined by researchers to be studied and conclusions drawn, the population consists of objects and subjects. The population in this study were Islamic financial institutions (BMT Beringharjo, BMT BIF and Bank Muamalat) in Semarang City.

2. Sample

The technique in taking samples in this study is to use the method purposive sampling namely sampling with the existence of certain criteria. The criteria are employees of BMT Beringharjo, BMT BIF and Bank Muamalat in the Semarang City Branch Office.

Data Collection Techniques

The data collection technique that will be carried out in this study uses a survey method by distributing questionnaires to employees of Islamic Financial Institutions (BMT Beringharjo, BMT BIF and Bank Muamalat). The measurement scale used to measure the variables of leadership style, compensation, organizational culture, work motivation and employee performance is the developed Likert scale. The questions in the closed questionnaire were made on a scale of 1 to 5 to obtain interval data and were given a score or score, for example for the category of questions with answers from strongly disagree to strongly agree.

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity is measured using the outer loading and AVE (Average Variance Extracted) parameters. Individual reflexive measures are said to be correlated if the value is more than 0.7 with the construct you want to measure (Ghozali, 2015). From the results of the analysis of the measurement model above, it is known that there are several manifest variables that factor loading values are < 0.70 , so to comply with the rule of thumb, manifest variables whose values are < 0.70 must be dropped from the model.



Discriminant Validity

Discriminant validity is used to test the validity of a model. Discriminant validity seen through the value of cross loading which shows the magnitude of the correlation between constructs with their indicators and indicators from other constructs. The default value used for cross loading i.e., must be greater than 7 or by comparing values square root of average variance extracted (AVE) each construct with a correlation between constructs and other constructs in the model. If the AVE root value of each construct is greater than the correlation value between the construct and the other constructs in the model, then it is said to have a discriminant validity good.

Composite Reliability

Reliability test is carried out to prove the accuracy, consistency, and accuracy of the instrument in measuring a construct. In PLS – SEM using SmartPLS, to measure the reliability of a construct can be done in two ways, namely with Cronbach's Alpha and Composite reliability. However, use Cronbach's Alpha to test the reliability of a construct will give a lower value (underestimate) so it is more recommended to use Composite Reliability.

Table 1
Reliability Test

Construct	Cronbach Alpha	Composite Reliability	AVE
Organizational culture	0.951	0.958	0.696
Style Leadership	0.877	0.916	0.732
Employee Performance	0.934	0.953	0.837
Compensation	0.930	0.948	0.787
Motivation Employee	0.890	0.919	0.694

From the table above it can be seen that the values of all variables in the reliability test are good using Cronbach's Alpha or Composite reliability the value is > 0.70 and testing the validity using AVE (Average Variance Extracted) value > 0.50. Therefore, it can be concluded that the variables tested are valid and reliable, so that it can be continued to test the structural model.

Structural Model Analysis (Inner Model)

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the percentage variance which is explained by looking at the value R-Square for endogenous latent constructs, and AVE for predictiveness by using a resampling procedure like and bootstrapping to obtain the stability of the estimate.

R-Square (R²)

Table 2
R² Value of Endogenous Variables

Construct	R Square	Adjusted R Square
Employee Performance	0.713	0.680
Employee Motivation	0.727	0.704

Source: Primary data processed, 2019

Based on table 5.10 it can be concluded that the model of Organizational Culture, Leadership Style, and Employee Compensation on Work Motivation has a value of 0.704, which can be interpreted that the construct variability of Organizational Culture, Leadership Style, and Employee Compensation is 70.1% while the rest is explained by other variables outside the research This. Likewise with the influence model of Organizational Culture, Leadership Style, and Employee Compensation on performance giving a value of 0.680, which can be interpreted that the construct variability of Organizational Culture, Leadership Style, and Employee Compensation is 68.0%, while the rest is explained by variables outside the research This.

Hypothesis testing

To determine the effect between variables, the bootstrapping method is used. Approach bootstrapping nonparametric representation for precision from estimation. In the PLS method, decision making to accept or reject a hypothesis is based on the significance value (P Value), and the T-table value. In the SmartPLS application, the significance value can be determined by looking at the parameter coefficient values and the t statistical significance values. The criterion for accepting or rejecting the hypothesis is if the significance value of the t-value is > 1.96 and/or the p-value is < 0.05 at a significance level of 5% (α 5%) then H_a is accepted and H₀ is rejected, otherwise if the t-value is < 1.96 and/or the p-value > 0.05 at a significance level of 5% (α 5%) then H_a is rejected and H₀ is accepted. The following are the hypotheses proposed in this study:

Table 3
Path Coefficient

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Organizational Culture -> Employee performance	-0.143	-0.109	0,098611111	1.008	0,218055556
Organizational Culture -> Motivation	0,259722222	0,254861111	0,095138889	2.720	0.007
Leadership style -> Employee Performance	0,186805556	0,197916667	0,077083333	2.422	0.016
Leadership Style -> Motivation	0,282638889	0,285416667	0,095833333	2.947	0.003



Compensation -> Employee performance	0,211805556	0,209722222	0,074305556	2.845	0.005
Compensation -> Motivation	0,206944444	0,202083333	0,069444444	2.975	0.003
Motivation -> Performance Employee	0,367361111	0,340972222	0,1125	3.272	0.001

Source: Primary data processed, 2019

From the table above it can be seen that the organizational culture construct has an insignificant negative effect ($O = 0.314$) on employee performance intention. the t-statistic value for this construct relationship is $1.008 < 1.96$, and the p-value is $0.314 > 0.05$. Therefore, the first hypothesis states that there is a positive influence of organizational culture on employee performance not supported.

The organizational culture construct has a significant positive effect ($O = 0.374$) on the endogenous construct of employee motivation. This is based on the t-statistic value on this construct relationship which is $2.720 > 1.96$, and the p-value is $0.007 < 0.05$. Therefore, the second hypothesis states that organizational culture has a positive influence on work motivations supported.

The leadership style construct has a significant positive effect ($O = 0.269$) on the endogenous construct of employee performance. This is based on the t-statistic value on this construct relationship which is $2.422 > 1.96$, and the p-value is $0.016 < 0.05$. Therefore, the third hypothesis which states that leadership style has a positive influence on employee performance is supported.

The leadership style construct has a significant positive effect ($O = 0.407$) on the endogenous construct of employee motivation. The line is based on the t-statistic value in this construct relationship is $2.947 > 1.96$, and the p-value is $0.003 < 0.05$. Therefore, the fourth hypothesis which states that leadership style has a positive influence on work motivation is supported.

The compensation construct has a significant positive effect ($O = 0.305$) on the endogenous construct of employee performance. This is based on the t-statistic value on this construct relationship which is $2.845 > 1.96$, and the p-value is $0.005 < 0.05$. Therefore, the fifth hypothesis which states that compensation has a positive influence on employee performance is supported.

The compensation construct has a significant positive effect ($O = 0.298$) on the endogenous construct of employee motivation. This is based on the t-statistic value on this construct relationship which is $2.975 > 1.96$, and the p-value is $0.003 < 0.05$. Therefore, the sixth hypothesis which states that compensation has a positive influence on work motivation is supported.

The motivational construct has a significant positive effect ($O = 0.529$) on the employee's performance construct. This is based on the t-statistic value on this construct relationship which is $3.272 > 1.96$, and the p-value is $0.001 < 0.05$. Therefore, the seventh hypothesis which states that motivation has a positive influence on employee performance is supported.

Mediation Effect Testing.

There are 3 conditions in testing mediation effects (Baron and Kenny, 1986). First, examine the effect of exogenous variables on endogenous variables and must be significant at the t -statistic > 1.96 . Simultaneous testing of the influence of exogenous and mediating variables on endogenous variables. At this stage the main effect is expected to be insignificant, while the effect of the mediating variable on the endogenous variable is significant. If these conditions are met, the mediation effect test is referred to as a fully mediating effect (Jogiyanto, 2011).

Simultaneous Testing of Exogenous Variables and Mediating Variables to Endogenous Variables

Table 4
Specific Indirect Effects

Construct	Sample Original (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Value
Organizational Culture -> Motivation -> Employee Performance	0.198	0.177	0.089	2.229	0.026
Leadership Style -> Motivation -> Employee Performance	0.215	0.206	0.103	2.091	0.037
Compensation -> Motivation -> Employee Performance	0.158	0.141	0.067	2.357	0.019

It can be seen from the table that the relationship between organizational culture and performance mediated by employee motivation is still significant with a t -statistic value of $2.229 > 1.96$, this means that motivation plays a rolefull mediation. Leadership style on employee performance mediated by motivation is significant with a t -statistic value of $2.091 > 1.96$, this also means that employee motivation plays a rolepartial mediation in the relationship between system reward on employee performance. Meanwhile, compensation for employee performance mediated by motivation is significant with a t -statistic value of $2.357 > 1.96$, this also means that employee motivation plays a rolepartial mediation in the relationship between compensation on employee performance.

The Influence of Leadership Style on Employee Performance in Islamic Financial Institutions in Semarang City

The leadership style construct has a significant positive effect ($O = 0.269$) on the endogenous construct of employee performance. This is based on the t -statistic value on this construct relationship which is $2.422 > 1.96$, and the p -value is $0.016 < 0.05$. Therefore, the third hypothesis which states that leadership style has a positive influence on employee performance is supported.



The Effect of Compensation on Employee Performance in Islamic Financial Institutions in Semarang City

The compensation construct has a significant positive effect ($O = 0.305$) on the endogenous construct of employee performance. This is based on the t-statistic value on this construct relationship which is $2.845 > 1.96$, and the p-value is $0.005 < 0.05$. Therefore, the fifth hypothesis which states that compensation has a positive influence on employee performance is supported.

The Influence of Employee Performance Organizational Culture on Islamic Financial Institutions in Semarang City

The organizational culture construct has a non-significant negative effect ($O = 0.314$) on employee performance intentions. the t-statistic value for this construct relationship is $1.008 < 1.96$, and the p-value is $0.314 > 0.05$. Therefore, the first hypothesis states that there is a positive influence of organizational culture on employee performance not supported.

The Effect of Leadership Style on Employee Motivation in Islamic Financial Institutions in Semarang City

The leadership style construct has a significant positive effect ($O = 0.407$) on the endogenous construct of employee motivation. This is based on the t-statistic value on this construct relationship which is $2.947 > 1.96$, and the p-value is $0.003 < 0.05$. Therefore, the fourth hypothesis which states that leadership style has a positive influence on work motivation is supported.

The Influence of Compensation on Employee Work Motivation in Islamic Financial Institutions in Semarang City

The compensation construct has a significant positive effect ($O = 0.298$) on the endogenous construct of employee motivation. This is based on the t-statistic value on this construct relationship which is $2.975 > 1.96$, and the p-value is $0.003 < 0.05$. Therefore, the sixth hypothesis which states that compensation has a positive effect on work motivation is supported.

This theory is in accordance with Kurniawan's research (2013) which states that compensation has a positive effect on motivation. Astuti (2010) states that good compensation will be able to be an effective tool for employee morale or motivation.

The Influence of Organizational Culture on Employee Motivation in Islamic Financial Institutions in Semarang City

The organizational culture construct has a significant positive effect ($O = 0.374$) on the endogenous construct of employee motivation. This is based on the t-statistic value on this construct relationship which is $2.720 > 1.96$, and the p-value is $0.007 < 0.05$. Therefore, the second hypothesis states that organizational culture has a positive influence on work motivations supported.

This is consistent with the results of Susanto's research (2010) which states that organizational culture has a positive effect on motivation. Hameed (2009) proved empirically that organizational culture has a significant effect on work motivation. Wibowo (2016) in his research stated that organizational culture has important feelings in determining an organization.

3 The Effect of Motivation on Employee Performance in Islamic Financial Institutions in Semarang City

The motivation construct has a significant positive effect ($O = 0.529$) on employee performance. This is based on the t-statistic value on the current construct relationship which is $3.272 > 1.96$, and the p-value is $0.001 < 0.05$. Therefore, the seventh hypothesis which states that motivation has a positive influence on employee performance is supported.

This shows that there is a positive influence of motivation on performance as in Susanto's research (2013) which states that motivation has an effect on performance. Hasan (2016) in his research stated that work motivation has a positive effect on the performance of employees of the Sultan Aji Muhammad Sulaiman International Airport, Balikpapan.

The Influence of Leadership Style on Employee Performance in Islamic Financial Institutions in Semarang City Through Work Motivation

Leadership style has a significant effect on employee performance mediated by work motivation with a t-statistic value of $2.091 > 1.96$ and a p-value of $0.037 < 0.05$. Therefore, the eighth hypothesis which states work motivation mediates leadership style on employee performances supported.

Mariam's research (2009) concluded that when the leadership style is applied properly and appropriately, it will have an impact on employee performance through employee job satisfaction. Dewi (2012) states that leadership style has a significant effect on employee performance.

The Effect of Compensation on Employee Performance in Islamic Financial Institutions in Semarang City Through Work Motivation

Compensation has a significant effect on employee performance mediated by work motivation with a t-statistic value of $2.357 > 1.96$ and a p-value of $0.019 < 0.05$. Therefore, the ninth hypothesis states that work motivation mediates compensation on employee performances supported.

2 The Influence of Organizational Culture on Employee Performance in Islamic Financial Institutions in Semarang City Through Work Motivation

Organizational culture has a significant effect on employee performance mediated by work motivation with a t-statistic value of $2.229 > 1.96$ and a p-value of $0.026 < 0.05$. Therefore, the ninth hypothesis states that work motivation mediates organizational culture on employee performances supported.



This is in accordance with the results of Susanto's research (2010) that the influence of Organizational Culture can create situations that can encourage employees to improve their performance. Edward (2016) in his research stated that there is an influence of organizational culture on employee performance.

CONCLUSION

Based on the results of data analysis and proving the hypothesis, the conclusions of this study are as follows:

1. Leadership style has a positive effect on employee performance at Islamic financial institutions in the city of Semarang.
2. Compensation has a positive effect on employee performance at Islamic financial institutions in the city of Semarang.
3. Organizational culture has a positive effect on employee performance at Islamic financial institutions in the city of Semarang.
4. Leadership style has a positive effect on employee motivation at Islamic financial institutions in the city of Semarang.
5. Compensation has a positive effect on employee motivation at Islamic financial institutions in the city of Semarang.
6. Organizational culture has a positive effect on employee motivation at Islamic financial institutions in the city of Semarang.
7. Work motivation has a positive effect on employee performance at Islamic financial institutions in the city of Semarang.
8. Leadership style has a positive effect on employee performance at Islamic financial institutions in the city of Semarang through work motivation.
9. Compensation has a positive effect on employee performance at Islamic financial institutions in the city of Semarang through work motivation.
10. Organizational culture has a positive effect on employee performance at Islamic financial institutions in the city of Semarang through motivation work.

Suggestion

Based on the results of research and discussion, the suggestions that can be given by the author are as follows:

1. For leadership should apply a participative and consulting leadership style that can have a positive influence on employee motivation.
2. For employees with high work motivation, it is hoped that they will be able to maintain their performance and even improve it again.
3. For companies Employees should play an active role in providing constructive ideas, thereby increasing the work productivity of employees and the company.

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