

## Analysis Of Employee Performance Factors Through Motivation As An Intervening Variable

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Article Info	ABSTRACT
<b>Keywords:</b> Transformational Leadership, Compensation, Work Motivation and Team member Performance	<p>This study aimed to determine the direct and indirect effects of transformational leadership and compensation on team member performance through work motivation at CV Multi Komunika Semarang. Team member performance results from the quality and quantity a team member achieves in carrying out his duties according to his responsibilities. The population in this study was 62 employees of CV Multi Komunika Semarang. The sample determination used a saturated sampling technique or census. The independent variables (Independent) in this study are transformational leadership (X1) and compensation (X2), the dependent variable is team member performance (Y), and work motivation (Z) is an intervening variable. The data collection method used a questionnaire with a data analysis method using a path analysis test with the SPSS application. This study shows that transformational leadership has a positive and significant effect on team member motivation and performance, and compensation has a positive and significant impact on team member motivation and performance. Motivation mediates the effect of transformational leadership and compensation on team member performance at CV Multi Komunika Semarang. The coefficient of determination (Adjusted R Square) is 0.847. This means that the variables of transformational leadership, compensation, and work motivation have a role of 84.7% together to explain or describe team member performance variables. At the same time, the remaining 15.3% (100% - 84.7%) is explained by other variables that affect team member performance. Through managers/leaders, the company must strive to continue to apply a transformational leadership style and develop work motivation and empowerment for employees because this influences the performance that the company's employees will achieve. The compensation provided by the company is based on team member expectations and is given relatively. Work motivation should be maintained so employees are careful, team member performance increases, and the company can achieve the desired goals.</p>
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### INTRODUCTION

Performance is a description of the level of achievement of implementing a program of activities or policies in realizing the company's targets, goals, visions, and missions, which are outlined through strategic planning. A company wants employees to work hard

according to their abilities to achieve reasonable work results; without good performance from all employees, achieving goals will be challenging. Performance includes a mental attitude and behavior that always believes that the work currently being carried out must be of better quality than the implementation of past work for the future to be of better quality than now. A team member or worker will feel proud and satisfied with the achievements achieved based on the performance they provide for the company. Good performance is a desired state in the world of work. A team member will achieve good work performance if their performance is by standards, both in quality and quantity. The company maintains competence by continuously developing human resources (HR). Whatever the company's product, whether goods or services, the role of humans occupies the most crucial position in producing quality and satisfying products. A company may have the most sophisticated technology, sufficient funds, sound systems, and procedures, but the desired results cannot be achieved without quality people.

Human resources are the main asset of an organization, and they are the planner and active actors in various activities in the organization. Human resources have thoughts, feelings, desires, status, and educational backgrounds whose mindset can be brought into an organizational environment. Human resources are not like money, machines, and materials; they are positive and can be fully regulated to support company goals. So, the success of an organization is supported by the compensation and career development opportunities given to its members. The achievement of organizational goals also depends on technology and the people who carry out their work. Providing suitable work results to meet the organization's needs contributes to team member performance (Pratiwi & Wahyono, 2015).

According to Mangkunegara (2016), team member performance is the result of performance in terms of quality and quantity achieved by a team member in carrying out his duties according to his responsibilities. Factors that can affect performance are compensation, leadership style, and motivation (Priyanto, 2016). According to (Basori et al., 2017), factors that affect performance include team member competence and work environment.

CV Multi Komunika Semarang (XL Distribution Center) is one of the distributor companies for XL providers in Semarang City. Based on the results of the observations, it is known that the decline in team member performance at CV Multi Komunika Semarang (XL Distribution Center) was due to sales that did not meet the target. The target and realization of XL card sales in Semarang and its surroundings can be seen in the following Table 1.1:

**Table 1.** Target and Realization of XL Prepaid Card Sales CV Multi Komunika Semarang

NO	Month	Sales Target (pcs)	Realization (pcs)	Percentage of target achievement
1	October 2021	100,000	94,000	94.00%
2	November 2021	100,000	94,300	94.30%
3	December 2021	100,000	95.100	95.10%
4	January 2022	101,000	94,500	93.56%
5	February 2022	101,000	94,000	93.06%

NO	Month	Sales Target (pcs)	Realization (pcs)	Percentage of target achievement
6	March 2022	101,000	92,800	91.88%
7	April 2022	101,000	96,200	95.24%
8	May 2022	101,000	96,400	95.44%
9	June 2022	101,000	96,300	95.34%
10	July 2022	102,000	97,100	95.19%
11	August 2022	102,000	98,300	96.37%
12	September 2022	102,000	97,200	95.29%

Source: CV Multi Komunika Semarang, 2022

From the table above, information is obtained that at the end of 2021, the realization of XL Prepaid Card sales had reached 95.10%, namely 95,100 Pcs from 100,000 Pcs targeted for a year. At the beginning of 2022, especially in January, the realization of XL Prepaid Card sales had reached 93.56%, namely 94,500 Pcs from 101,000 Pcs. In February and March, the sales target decreased to 91.88%, namely 92,800 Pcs from 101,000 Pcs, so the researcher used the data as research material that CV MultiKomunika Semarang experienced a decline in team member performance. This indicates that team member performance is still less than optimal, which will impact future business processes if the set target is not achieved.

In terms of work implementation, the role of the leader also has a very dominant influence. Leadership style will have its impact and have different implications in each implementation. Leaders tend to command and suppress employees, so they feel cornered and like they are only objects exploited by leaders. According to Bass and Avolio in Priyanto (2016), leadership styles are divided into transformational and transactional leadership styles. Transformational leadership provides education and the transfer of expertise from a leader to employees.

In contrast, in implementing a transformational leadership style, a leader tends to set an example and serve employees. As stated by Robbins et al. (2015), a transformational leadership style is one in which a leader inspires his followers to put aside their interests for the organization's good, and they can have an extraordinary influence on their followers. Compensation is everything that employees receive as a reward for their work, and compensation itself can be divided into two, namely direct compensation and indirect compensation. Direct compensation includes salary, bonuses/incentives, and commissions.

Meanwhile, indirect compensation includes holiday allowances and health benefits (Pratiwi & Wahyono, 2015). Siagian (2012) stated that in developing and implementing a compensation/reward system, the organization's and employees' interests must be considered. Rivai (2016) mentioned several objectives of effective compensation management: obtaining quality human resources, retaining existing employees, ensuring fairness, appreciating desired behavior, controlling costs, and following law rules.

In addition to leadership and compensation factors, another factor is team member motivation. Employees can carry out their duties optimally, among others, determined by the motivation and discipline that drive them to work diligently to achieve the company's goals under leadership, creating a conducive work atmosphere. Not every team member is

necessarily willing to exert their performance optimally, so there is still a need for encouragement so that someone can exert all their abilities to work. This driving force is motivation. According to Handoko (2016), motivation is a state within a person that drives the individual's desire to carry out these activities to achieve goals. Motivation is the willingness to put forth a high level of effort for organizational goals conditioned by the ability of that effort to meet several individual needs. Motivation arises because of the drive to meet needs. Another opinion states that work motivation is a strong driving force for humans to do work related to the goals and needs they want to achieve, Suprihanto in Priyanto, (2016).

Based on the results of research conducted by Candra (2019) shows that leadership does not have a significant effect on motivation, leadership has a significant effect on team member performance, compensation has a significant effect on motivation, compensation does not have a significant effect on team member performance, motivation has a significant effect on team member performance, and motivation has no role in this study. The results of Saputro's research (2017) with the title Leadership Style on Team Member Performance through intervening variables of work motivation at the head office of PT. Marifood showed that there was no significant effect on team member performance. This is because in influencing team member performance, employees must have high work motivation, such as the level of persistence and level of effort or the motivation given by a leader, which impacts team member performance.

Other studies t Regarding team member performance by Kharis (2015) show that transformational leadership style has an indirect effect on team member performance through work motivation, while Nuraeni et al. (2019) stated that leadership style has a positive and significant effect on work motivation, compensation has a positive and significant effect on work motivation, leadership style has a positive and significant effect on performance, compensation has a positive and significant effect on performance, motivation has a positive and significant effect on performance. The indirect effect of leadership style has a positive and significant effect on performance through work motivation, and the indirect effect of compensation has a positive and significant effect on performance through team member work motivation in Bantaeng District.

### **Problem Formulation**

Based on the background, phenomena, and research gaps, the research problem can be formulated: Are transformational leadership and compensation directly affecting team member performance at CV Multi Komunika Semarang? And is there an effect of transformational leadership and compensation on team member performance through work motivation as an intervening variable

### **Literature Review**

#### **Team member Performance**

According to Moehariono (2012), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization as outlined in a strategic plan of an organization. Meanwhile, according to Rivai (2016), performance is a general term used for

some or all of the actions or activities of an organization in a period concerning several standards, such as past costs projected based on efficiency, responsibility, management accountability, and the like.

### **Transformational Leadership**

According to Rivai (2016), leadership is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. Leadership can be defined as the art of motivating or inspiring a group of people to act to achieve common goals. A leader is a person in a group with a combination of personality and skills that make others want to follow their direction (Handoko, 2016).

### **Compensation**

Everyone works to earn income to meet their living needs. Everyone works to get a return according to the work done. So that employees work diligently and responsibly in carrying out their duties well and get an award for their work performance in the form of compensation, one-way management can increase productivity, creativity, work performance, and motivation and improve team member performance is by providing compensation. Compensation is something that employees receive as a reward for their achievements in carrying out their duties (Nurjaman, 2014). Every company must be fair in providing compensation according to employees' workload.

### **Work Motivation**

Motivation comes from the Latin word (*movemore*) which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the potential power of subordinates so that they are willing to work together productively to achieve and realize predetermined goals (Hasibuan, 2016). According to Mangkunegara (2016), motivation is formed from the attitude of employees in facing work situations in the company (situation). Motivation is a condition or energy that moves employees who are directed or aimed at achieving the goals of the company's organization.

### **Hypothesis**

The hypothesis proposed in this study is as follows:

H1: Transformational leadership has a direct effect on team member performance at CV Multi Komunika Semarang

H2: Compensation has a direct effect on team member performance at CV Multi Komunika Semarang

H3: Work motivation has a direct effect on team member performance at CV Multi Komunika Semarang

H4: Transformational leadership has a direct effect on work motivation at CV Multi Komunika Semarang

H5: Compensation has a direct effect on work motivation at CV Multi Komunika Semarang

H6: Transformational leadership affects team member performance through work motivation at CV Multi Komunika Semarang

H7: Compensation affects team member performance through work motivation at CV Multi Komunika Semarang

## METHOD

### Population and Research Sample

A population is a group of objects or subjects with a certain quantity and characteristics determined by the researcher to be studied and then concluded, Sugiyono, (2016). The population in this study consisted of employees of CV Multi Komunika Semarang, with a total of 62 employees. The sample is part of the population's number and characteristics (Sugiyono, (2016). The determination of the sample uses a saturated sampling technique, which is also called a census; the sample taken is the total population. This is done because the number of existing populations is relatively small.

**Table 2.** Employee CV Multi Komunika Semarang

No	Position	Total
1	Admin	10
2	HRD	4
3	Production	7
4	Financé	5
5	Server	4
6	Gudang	5
7	Sales	20
8	SPS Promotion	6
8	OB	4
Jumlah		62

Source : CV Multi Komunika Semarang , 2021

So, the sample in this study was employees of CV Multi Komunika Semarang, totaling 62 people.

### Data Collection Method

The data collection method is used to obtain data for research. This study has four ways to collect data: interviews, questionnaires, documentation, and observation.

### Analysis Method

#### Validity & Reliability Test

The following are the results of the validity test:

**Table 3 .** Validity Test Results

Indicator	r count	r table	Information
x1.1	0,516	0,246	valid
x1.2	0,622	0,246	valid
x1.3	0,538	0,246	valid
x1.4	0,527	0,246	valid
x2.1	0,762	0,246	valid
x2.2	0,517	0,246	valid
x2.3	0,463	0,246	valid
x2.4	0,605	0,246	valid
z.1	0,753	0,246	valid
z.2	0,617	0,246	valid
z.3	0,810	0,246	valid
z.4	0,728	0,246	valid

Indicator	r count	r table	Information
z.5	0,623	0,246	valid
y.1	0,677	0,246	valid
y.2	0,420	0,246	valid
y.3	0,729	0,246	valid
y.4	0,537	0,246	valid
y.5	0,729	0,246	valid

Source: Processed primary data, 2021

### Reliability Test

This Test is intended to measure a questionnaire, an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to the questions are consistent or stable over time (Ghozali,2016). The statistical formula used to measure reliability in this research is the Cronbach Alpha statistical test. A variable is declared reliable if Cronbach Alpha > 0.60 Nunnaly (Ghozali,2016).

**Table 4.** Reliability Test Table

Variable	Cronbach's alpha	Standard numbers reliable	Information
Leadership Transformational (X <sub>1</sub> )	0,677	0,60	Reliable
Job satisfaction (X <sub>2</sub> )	0,701	0,60	Reliable
Work motivation (Z)	0,771	0,60	Reliable
Team member performance (Y)	0,724	0,60	Reliable

Source: Processed primary data, 2021

The reliability test results in the table above show that the Cronbach Alpha variables of transformational leadership, job satisfaction, work motivation, and team member performance show more value than 0.60. Thus, all variables are reliable and suitable for further testing. The data analysis method used in this research is a quantitative method using classical assumption tests (normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, hypothesis testing (t-test and F test), and correlation coefficient.

### Classical Assumption Test

#### Normality Test

The purpose of the Normality Test is to test whether, in the regression model, the dependent variable and the independent variable both have a normal distribution or not. A good regression model has a standard or near-normal data distribution. Another way to determine whether the data is usually distributed is to use the Kolmogorov-Smirnov test; data is expected if the significance level is more significant than 0.05.

#### Multicorrelation Test

The multicorrelation Test aims to test whether there is a correlation between the independent variables in the regression model. A good regression model should not correlate with the independent variables. That is, if it has a value below five and a tolerance value above 0.05.

### Heteroscedasticity Test

The purpose of the Heteroscedasticity Test is to test whether, in the regression model, there is an inequality of variance from the residual of one observation to another. If the variance from the residual of one observation to another remains, it is called Homoscedasticity, and if it is different, it is called Heteroscedasticity. A good regression model is Homoscedasticity or does not occur Heteroscedasticity.

### Multiple Linear Regression Analysis

This Test is conducted to determine how much influence the independent variables have on the dependent variable, namely between Transformational Leadership (X1) and Compensation (X2) on Employee Performance (Y) through Work Motivation (Z). The multiple regression model used in this study is presented in the following equation:

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

Y: Employee performance

Z: Work motivation

X1: Transformational Leadership

X2: Compensation

$\alpha$ : Intercept (constant)

$\beta_1, \beta_2$ , Regression coefficient e: error

### Hypothesis Testing

#### t Test

The t-test determines the effect of each independent (free) variable on the dependent (bound) variable. The proof is done by comparing the calculated t value with the t table. The testing criteria used are:

If  $t_{count} < t_{table}$ , then the null hypothesis ( $H_0$ ) is accepted

If  $t_{count} > t_{table}$ , then the null hypothesis ( $H_0$ ) is rejected

In addition, the t-test can also be seen from the magnitude of the probability compared to 0.05 (Significance level  $\alpha = 5\%$ ). The testing criteria used are:

If the probability  $< 0.05$ , then  $H_0$  is rejected

If the probability  $> 0.05$ , then  $H_0$  is accepted

### Intervening Variable

An intervening variable is a variable that theoretically affects the relationship between exogenous and endogenous variables but cannot be observed and measured.

### Model Feasibility Test (F Statistic Test)

Model feasibility test, popularly known as the F test, is the initial stage of identifying whether the estimated regression model is feasible. Feasibility here means that the estimated model can explain the influence of independent variables on the dependent variable (Iqbal, 2015). The results of the F test can be seen in the Anova table. Prob. Value. F Statistic of 0.000001 is smaller than the significance level of 0.05, so it can be concluded that the estimated regression model is suitable to explain the influence of transformational leadership and compensation on team member performance through team member work motivation at CV Multi Komunika Semarang.

### Determination Coefficient

The determination coefficient is used to measure how far the model can explain the variation of the dependent variable. The determination coefficient value is between zero and one. A small  $R^2$  value means that the ability of the independent variable to explain the dependent variable is minimal. A value close to one means that the independent variable provides almost all the information needed to predict the dependent variable (Ghozali, 2016). A fundamental weakness in using the determination coefficient is a bias toward the number of independent variables entered into the model. Every time there is an additional variable,  $R^2$  will increase regardless of whether the variable significantly affects the dependent variable. Therefore, many researchers recommend using the Adjusted  $R^2$  value when evaluating the best regression model. The Adjusted  $R^2$  value can increase or decrease according to conditions if one independent variable is added to the model (Ghozali, 2016).

## RESULTS AND DISCUSSION

### Research result

#### Respondent Description

This respondent description describes respondents based on gender, age, education, and length of service. The study obtained 62 respondents where. This result is known from the number of questionnaire distribution results

1. Respondent Gender

The identity or demographics of respondents based on gender can be seen. The results of the study above-obtained information that the male respondents were 43 respondents or 69.4%, while the female respondents were 19 respondents or 30.6%.

2. Respondent Age

The identity or demographics of respondents based on age can be seen in the study above; it was obtained that the age of respondents under 20 years old was four respondents or 6.5%. Twenty respondents, or 32.3%, were aged 21-30 years; respondents aged 31-40 were 23 respondents or 37.1%; and respondents aged over 40 amounted to 15 respondents or 24.2%.

3. Respondents' Education

The identity or demographics of respondents based on education can be seen in information obtained on the number of respondents with high school education, as many as 27 respondents or 43.5%; DIII education, as many as 18 respondents or 29.0%; respondents with Bachelor's education as many as 17 respondents or 27.4%.

4. Length of Respondents' Work

The identity or demographics of respondents based on length of work can be seen in the obtained that respondents who have worked for less than 2 years are two respondents or 3.2%, those who have worked for 3 to 5 years are 20 respondents or 32.3%, those who have worked for 6 to 8 years are 10 respondents or 16.1% and 30 respondents or 48.4% have worked for more than 8 years.

### **Testing the Effect of Transformational Leadership and Compensation on Work Motivation**

To avoid bias, the data used must be normally distributed. The normality test aims to test whether the independent variables in the regression model have a normal distribution. A good regression model has a normal distribution (Ghozali, 2015). One way to see normality is to look at the histogram that compares the observation data with the normal distribution. A reliable method for viewing graphic analysis is to look at the standard probability plot, which compares the actual data's cumulative distribution with the normal distribution's cumulative distribution. In addition to the probability plot norm, normality detection can be done with statistical tests. A non-parametric Kolmogorov-Smirnov (K-S) statistical test is used with a significance level  $> 0.05$  to test the residual normality. In the Kolmogorov-Smirnov test, residual normality and variable normality will be tested. Below are the results of the residual normality test.

This means that the residual data is usually distributed.

#### **Multicollinearity Testing of Regression Model 1**

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model does not correlate with independent variables. To detect the presence or absence of multicollinearity in the regression model, we need to look at the tolerance value and Variance Inflation Factor (VIF). If the tolerance value is  $> 0.10$  and the VIF value is  $< 10$ , it can be concluded that there is no multicollinearity between independent variables in the regression model; it can be seen that each independent variable has a tolerance value  $\geq 0.1$  and a VIF value  $\leq 10$ . So, it can be concluded that there is no multicollinearity between independent variables in this regression model.

#### **Heteroscedasticity Test of Regression Model 1**

The Heteroscedasticity Test aims to test whether, in the regression, there is an inequality of variance from the residual of one observation to another. Heteroscedasticity shows the distribution of independent variables. The random distribution indicates a good regression model. In other words, there is no heteroscedasticity. Test Heteroscedasticity by observing the scatterplot graph with a pattern of dots spread above and below the Z-axis.

#### **The goodness of Fit Model (Model Feasibility Test) of Regression Model 1**

##### **Model Feasibility Test (Statistical Test f) of Regression Model 1**

The F statistical test shows whether all independent variables (transformational leadership and compensation) included in the model jointly influence the dependent variable (work motivation). The probability of the F test calculation results is compared to Test whether the linear model is appropriate or not.

##### **Determination Coefficient of Regression Model 1**

The Determination Coefficient is a measure of how far the model's ability on the Independent Variable (X) is to explain the Dependent Variable (Z) (Ghozali, 2015). From above, the coefficient of determination (Adjusted R Square) is 0.501. This means that the variables of transformational leadership and compensation have a role of 50.1% together to explain or describe the variable of work motivation. At the same time, the remaining 49.9% (100% - 50.1%) is explained by other variables that affect work motivation.

### Multiple Linear Regression Analysis Regression Model 1

Multiple linear regression analysis aims to analyze how much influence transformational leadership and compensation have on team member work motivation. From the analysis results with the SPSS program, it can be seen that the regression equation of this study is known. The results of the linear regression equation formed are:

$$Z = 3.708 + 0.697X_1 + 0.339X_2$$

From the multiple linear regression equation above, it can be analyzed as follows:

1. The constant value of 3.708 means that team member work motivation will be 3.708 if the transformational leadership and compensation variables are equal to zero.
2. The transformational leadership regression coefficient is 0.697. The coefficient is positive, meaning that every increase in transformational leadership by one unit will be followed by an increase in work motivation by 0.697.
3. The compensation regression coefficient is 0.339. The coefficient is positive, meaning that every increase in compensation by one unit will be followed by an increase in work motivation by 0.339.

### Test of the Effect of Transformational Leadership, Compensation and Work Motivation on Employee Performance.

#### Classical Assumption Testing of Regression Model 2

##### Regression Model Data Normality Test 2

To avoid bias, the data used must be normally distributed. The normality test aims to test whether the independent variables in the regression model have a normal distribution. A good regression model has a normal distribution (Ghozali, 2015). One way to see normality is to look at the histogram that compares the observation data with the normal distribution. A reliable method for viewing graphic analysis is to look at the standard probability plot, which compares the actual data's cumulative distribution with the normal distribution's cumulative distribution. In addition to the probability plot norm, normality detection can be done with statistical tests. A non-parametric Kolmogorov-Smirnov (K-S) statistical test with a significance level of  $> 0.05$  was used to test the normality of the residuals. The normality of the residuals and variables will be tested in the Kolmogorov-Smirnov test. Below are the results of the residual normality test.

##### Multicollinearity Testing of Regression Model 2

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model does not correlate with independent variables. To detect the presence or absence of multicollinearity in the regression model, we need to look at the tolerance value and Variance Inflation Factor (VIF). If the tolerance value  $> 0.10$  and the VIF value  $< 10$ , it can be concluded that there is no multicollinearity between independent variables in the regression model. The following are from the table above; it can be seen that each independent variable has a tolerance value  $\geq 0.1$  and a VIF value  $\leq 10$ . So, it can be concluded that there is no multicollinearity between independent variables in this regression model

### Heteroscedasticity Test of Regression Model 2

The Heteroscedasticity Test aims to test whether there is an inequality of variance in the regression from the residual of one observation to another. Heteroscedasticity shows the distribution of independent variables. The random distribution indicates a good regression model. In other words, there is no heteroscedasticity. Test Heteroscedasticity by observing the scatterplot graph with a pattern of dots spread above and below the Y-axis. The scatterplot graph shows that the dots are spread randomly on the Y axis, both above and below zero. There is no heteroscedasticity in this regression model.

### The goodness of Fit Model (Model Feasibility Test) Regression Model 2

#### Model feasibility test (Static Test) f) Regression Model 2

The F statistical test shows whether all independent variables (transformational leadership and compensation) and (work motivation) as intervening variables included in the model have a joint influence on the dependent variable (team member performance). It is seen by comparing the probability of the F test calculation results to test whether the linear model is appropriate. If the probability value shows a value  $<0.05$ , then the model in the regression is fit.

### Coefficient of Determination of Regression Model 2

The coefficient of determination is used to measure how far the model's ability is on the Independent Variable (X) in explaining the Dependent Variable (Y) (Ghozali, 2015). This means that the variables of transformational leadership, compensation, and work motivation have a role of 84.7% together in explaining or explaining team member performance variables. At the same time, the remaining 15.3% (100% - 84.7%) is explained by other variables that affect team member performance.

### Multiple Linear Regression Analysis Regression Model 2

Multiple linear regression analysis aims to analyze how much influence transformational leadership, compensation, and work motivation have on team member performance. From the analysis results with the SPSS program, the regression equation of this study can be known. The results of the linear regression equation formed are:

$$Y = 0.625 + 0.611 X_1 + 0.282 X_2 + 0.268 Z$$

From the multiple linear regression equation above, it can be analyzed as follows:

1. The constant value of 0.625 means that team member performance will be 0.625 if transformational leadership, compensation, and work motivation are equal to zero.
2. The transformational leadership regression coefficient is 0.611. A positive coefficient means that an increase will follow every increase in transformational leadership by one unit in team member performance of 0.611.
3. The compensation regression coefficient is 0.282. The positive coefficient means that a decrease will follow every increase in compensation by one unit in team member performance of 0.282.
4. The work motivation regression coefficient is 0.268. The positive coefficient means that an increase will follow every increase in work motivation by one unit in team member performance of 0.268.

### Hypothesis Testing (t-Test)

#### t-Test of the Effect of Transformational Leadership, Compensation and Work Motivation on Employee Performance

Hypothesis tests 1,2 and 3 are tested using individual parameter tests (statistical t-tests), which aim to determine the magnitude of the influence of each independent variable partially (individually) on the dependent variable. The value of the t-test is seen from the p-value (in the sig column) on each independent variable. If the p-value is smaller than the level of significance of 0.05, the hypothesis is accepted. The results of the analysis are as follows.

1. Hypothesis Testing 1 The Effect of Transformational Leadership On Employee Performance, the results of the calculations that have been carried out obtained the t-value of transformational leadership is  $6.932 > t\text{-table } 2.001$  ( $df = n-k-1 = 58$ ). The significance level is 0.000, while the significance level is 0.05. This shows that the transformational leadership variable significantly affects team member performance. The results of this study indicate that the higher the transformational leadership, the better the team members' performance at CV Multi Komunika Semarang. Thus, the first hypothesis in this study is accepted.
2. Testing Hypothesis 2 The Effect of Compensation on Employee Performance The results of the calculations obtained the t-value of compensation as  $3.379 > t\text{-table } 2.001$  ( $df = n-k-1 = 58$ ). The significance level is 0.001, while the significance level is 0.05. This shows that the compensation variable significantly affects team member performance. The results of this study indicate that the higher the compensation, the better the team members' performance at CV Multi Komunika Semarang. Thus, the second hypothesis in this study is accepted.
3. Hypothesis Testing 3 The Effect of Work Motivation on Employee Performance. The results of the calculations obtained the t-value of work motivation as  $4.114 > t\text{-table } 2.001$  ( $df = n-k-1 = 58$ ). The significance level is 0.000, while the significance level is 0.05. This shows that the work motivation variable significantly affects team member performance. The results of this study indicate that the higher the work motivation, the better the team member performance of CV Multi Komunika Semarang. Thus, the third hypothesis in this study is accepted.

#### t-Test of the Effect of Transformational Leadership and Compensation on Work Motivation

Hypothesis tests 4 and 5 were tested using individual parameter tests (statistical t-tests), which aim to determine the magnitude of the influence of each independent variable partially (individually) on the dependent variable. The value of the t-test is seen from the p-value (in the sig column) on each independent variable.

4. Hypothesis Testing 4 The Effect of Transformational Leadership on Work Motivation. The significance level is 0.000, while the significance level is 0.05. This shows that the transformational leadership variable significantly affects work motivation. The results of this study indicate that the higher the transformational leadership, the higher the work motivation of employees at CV Multi Komunika Semarang. Thus, the fourth hypothesis in this study is accepted.

5. Hypothesis Testing 5 The Effect of Compensation on Work Motivation. The significance level is 0.039, while the significance level is 0.05. This shows that the compensation variable has a significant effect on work motivation. The results of this study indicate that the higher the compensation, the higher the work motivation of CV Multi Komunika Semarang employees. Thus, the fifth hypothesis in this study is accepted.

#### **Path Analysis Test (Direct and Indirect Effects)**

Path analysis test is used to prove whether the work motivation variable is an intervening variable between transformational leadership and compensation on team member performance. The analysis is carried out based on the standardized coefficient value of the regression results. Path Analysis of Transformational Leadership on Employee Performance Through Work Motivation

#### **Discussion**

This study was conducted to determine the effect of transformational leadership and compensation on team member performance through work motivation at CV Multi Komunika Semarang. From the results of this research analysis, it can be seen:

#### **The Influence of Transformational Leadership on Employee Performance at CV Multi Komunika Semarang**

The significance level is 0.000, while the significance level is 0.05. This shows that the transformational leadership variable significantly affects work motivation. The results of this study indicate that the higher the transformational leadership, the higher the motivation of the team members to work at CV Multi Komunika Semarang. High team member performance can be achieved if supported by leaders with a proven transformational leadership style. The questionnaire results regarding respondents' responses to transformational leadership obtained an average of 3.51. When viewed from the range of the index scale 1 - 5, this figure means that the respondents' responses to transformational leadership are high. The results of this study prove that transformational leadership has a direct positive and significant effect on team member performance, in line with Anam's research (2020) entitled "The Effect of Transformational Leadership on Employee Performance with Motivation as an Intervening Variable," showing that transformational leadership has a significant effect on team member performance with a significance value of 0.000 below 0.05.

#### **The Effect of Compensation on Employee Performance at CV Multi Komunika Semarang**

The significance level is 0.001, while the significance level is 0.05. This shows that the compensation variable significantly affects team member performance. The results of this study indicate that the higher the compensation, the better the team members' performance at CV Multi Komunika Semarang.

The questionnaire results regarding respondents' compensation responses obtained an average of 3.66. When viewed from the index scale range of 1-5, this figure means that the respondents' response to team member compensation at CV Multi Komunika Semarang is high. The results of this study prove that compensation has a direct positive and significant effect on team member performance, in line with the study (M. Siagian, 2019)

entitled "Determination of Work Environment and Compensation with Work Motivation as an Intervening Variable on Employee Performance at Bank Bpr Dana Nusantara in Batam City" shows that compensation has a significant effect on team member performance at BPR Dana Nusantara in Batam City.

#### **The Effect of Work Motivation on Employee Performance at CV Multi Komunika Semarang**

The significance level is 0.000, while the significance level is 0.05. This shows that the work motivation variable significantly affects team member performance. The results of this study indicate that the higher the work motivation, the better the performance of CV Multi Komunika Semarang employees. The questionnaire results regarding respondents' responses about work motivation on team member performance obtained an average of 3.69. When viewed from the range of the index scale 1 - 5, this figure means that the respondents' responses about work motivation are high. The results of this study prove that work motivation has a direct positive and significant effect on team member performance, in line with Anam's research (2020) entitled "The Effect of Transformational Leadership on Employee Performance with Motivation as an Intervening Variable," showing that work motivation has a significant effect on team member performance.

#### **The Effect of Transformational Leadership on Employee Work Motivation at CV Multi Komunika Semarang**

The significance level is 0.000, while the significance level is 0.05. This shows that the transformational leadership variable significantly affects work motivation. The results of this study indicate that the higher the transformational leadership, the higher the motivation of the team members to work at CV Multi Komunika Semarang. The questionnaire results regarding respondents' responses to transformational leadership obtained an average of 3.51. When viewed from the range of the index scale 1 - 5, this figure means that the respondents' responses to transformational leadership are high. The results of this study prove that transformational leadership has a direct positive and significant effect on work motivation, in line with Ferbiansyah's research (2020) entitled "The effect of transformational leadership on team member performance through work motivation and team member empowerment as variables" shows that transformational leadership has a positive and significant effect on work motivation at PDAM Lawu Tirta, Magetan Regency.

#### **The Effect of Compensation on Employee Work Motivation at CV Multi Komunika Semarang**

The significance level is 0.039, while the significance level is 0.05. This shows that the compensation variable has a significant effect on work motivation. The results of this study indicate that the higher the compensation, the higher the work motivation of CV Multi Komunika Semarang employees. The questionnaire results regarding respondents' compensation responses obtained an average of 3.66. This figure, when viewed from the range of the index scale 1 - 5, means that the respondents' responses to team member compensation at CV Multi Komunika Semarang are high. The results of this study prove that compensation has a direct positive and significant effect on work motivation, in line with Priyanto's research (2016) entitled "The Effect of Transformational Leadership Style and Compensation on Employee Performance with Motivation as an Intervening Variable (Study on the Footwear Industry of PT Bo Kyung Pasuruan)." shows that compensation has a

positive and significant effect on team member work motivation in the Footwear Industry of PT Bo Kyung Pasuruan.

### **The Influence of Transformational Leadership on Employee Performance Through Work Motivation at CV Multi Komunika Semarang**

The indirect influence of transformational leadership on team member performance through work motivation is greater than the direct influence of transformational leadership on team member performance, which is  $0.681 > 0.522$ , so it can be concluded that work motivation is an intervening variable between transformational leadership and team member performance. The study results show that transformational leadership has a significant favorable influence on team member performance. Transformational leadership has a significant favorable influence on work motivation. Transformational leadership has a significant favorable influence on team member performance through work motivation. The results of this study prove that transformational leadership has a direct positive and significant influence on work motivation, in line with the research of Ferbiansyah (2020) entitled "The Influence of Transformational Leadership on Employee Performance through Work Motivation and Employee Empowerment as Variables" shows that transformational leadership has a positive and significant influence on work motivation at PDAM Lawu Tirta, Magetan Regency.

### **The Influence of Compensation on Employee Performance Through Work Motivation at CV Multi Komunika Semarang**

The calculation results show that the indirect influence of compensation on team member performance through work motivation is greater than the direct influence of compensation on team member performance, which is  $0.299 > 0.226$ , so it can be concluded that work motivation is an intervening variable between compensation and team member performance. The results of the study prove that compensation has a significant favorable influence on team member performance. Compensation has a significant favorable influence on work motivation. Compensation has a significant favorable influence on team member performance through work motivation. The results of this study prove that compensation has a direct positive and significant effect on team member performance, in line with the research of Leonu et al. (2017) entitled "Analysis of the Effect of Compensation and Training on the Performance of Patent Apparatus Through Motivation as an Intervening Variable in Dusun Tengah District, East Barito Regency" the results of the study showed that compensation had a positive and significant effect on the performance of Patent apparatus at the Dusun Tengah District Office, East Barito Regency, which was only 97%, and compensation had a positive effect on the work motivation of Patent apparatus in Dusun Tengah District, East Barito Regency. However, the effect given was only 70.9%, which was significant.

## **CONCLUSION**

Based on the results of the study on the Influence of Transformational Leadership and Compensation on Employee Performance Through Work Motivation as an Intervening Variable at CV Multi Komunika Semarang, the following conclusions can be drawn:

transformational leadership has a significant positive effect on team member performance at CV Multi Komunika Semarang. Thus, hypothesis 1 in this study is accepted. Compensation has a significant positive effect on team member performance at CV Multi Komunika Semarang. Thus, hypothesis 2 in this study is accepted. Work motivation has a significant positive effect on team member performance at CV Multi Komunika Semarang. Thus, hypothesis 3 in this study is accepted. Transformational leadership significantly positively affects work motivation at CV Multi Komunika Semarang. Thus, hypothesis 4 in this study is accepted. Compensation has a significant positive effect on work motivation at CV Multi Komunika Semarang. Thus, hypothesis 5 in this study is accepted. Transformational leadership significantly positively affects team member performance through work motivation at CV Multi Komunika Semarang. Thus, hypothesis 6 in this study is accepted. Compensation has a significant positive effect on team member performance through work motivation at CV Multi Komunika Semarang. Thus, hypothesis 6 in this study is accepted.

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