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The Influence Of Leadership, Compensation And Work Motivation On Employee Performance At The Makassar Religious Research And Development Center Office

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Abstract: This study aims to determine and analyses leadership, compensation and work motivation on employee performance at the Makassar Religious Research and Development Center Office and to determine and analyses simultaneously the effect of leadership, compensation and work motivation on employee performance at the Makassar Religious Research and Development Center Office and to determine and analyses which variable has the most dominant effect on employee performance at the Makassar Religious Research and Development Center Office.

The population and sample withdrawal technique uses the Saturated Sample Withdrawal Technique, where all populations are sampled in this study. The number of samples in the study were 36 respondents. Data Analysis Techniques Using Multiple Linear Regression Analysis Methods.

Based on the results of the t test (partial test) shows that leadership, has a positive and insignificant effect on employee performance at the Makassar Religious Research and Development Centre Office. While compensation and work motivation have a positive and significant effect on employee performance at the Makassar Religious Research and Development Centre Office. Furthermore, based on the results of the F test (simultaneous test) shows that Leadership, Compensation and Work motivation have a positive and significant effect on employee performance at the Makassar Religious Research and Development Centre Office. The variable that has a dominant effect on employee performance is the work compensation variable.

Keywords: Leadership; Compensation; Work Motivation

A. Introduction

Leadership is one of the key elements that can shape organizational culture and affect employee motivation and performance. The right leadership style can create a harmonious and productive work environment. A leader is someone who has the ability to influence others as well as direct and coordinate, aiming to achieve

goals in an organization. According to Tajarman (2020), leadership is a science and art to influence other people or a group of individuals to cooperate with each other, not knock each other down in order to achieve organizational goals. The ability of a leader is influenced by several factors, including the personal characteristics of the leader, the characteristics of the group led, and the



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environmental situation of the employee. This is in accordance with the results of Andrias Kuddy's (2022) research which states that leadership, work motivation and work discipline have a positive and significant effect on employee performance at the Papua Provincial Agriculture and Food Security Office.

Apart from the leadership factor, employee performance can be affected by the compensation factor, providing good compensation will have a good impact on the organization. If compensation is given well, employee performance will be better, employees will work more effectively and efficiently, increasing employee satisfaction. This shows that the higher the compensation given, the higher the performance of the employee by providing optimal work results, both in quality and quantity.

One form of supporting employee performance is the provision of compensation. Compensation is a financial or non-financial reward given by the organization in return for a person's work. The compensation given to employees has a great influence on improving employee performance. Giving compensation appropriately can affect a person's job satisfaction (Mangkunegara, 2010). Compensation can also be said to be a form of remuneration provided by the company where the company works to meet physical needs, and social status so as to obtain job satisfaction from their positions. So that compensation can play a big role in improving employee performance.

Phenomena related to employee performance at the Makassar Institute for Religious Research and Development have become the focus of attention of many organizations. Some of the problems that often arise include high employee turnover, low motivation, and lack of innovation. This phenomenon can be caused by a variety of factors, including ineffective leadership, inadequate compensation systems, and a

lack of effective motivation programs. This is in line with Ariandi's theory (2019) which states that Compensation is all the rewards that employees receive for the employee's work in the organization. Compensation can be in the form of physical or non-physical and must be calculated and given to the employee in accordance with the sacrifices he has made to the organization where he works. Akbar continued, et.al (2021) Compensation can be in the form of intrinsic rewards and intrinsic rewards. The intrinsic rewards of the organization are in the form of recognition, providing opportunities for promotion, and challenging higher opportunities. Compensation as a form of reward and reward for employee performance also has a big impact on their motivation and dedication to work. A balance between effective leadership and a fair compensation system can provide a positive boost to employee performance in carrying out tasks.

This theory is in line with the results of Siti Sohibah's (2020) research which states that compensation and work motivation affect the performance of employees of Cipamokolan Village, Bandung City and Tri Astuti Tranggono Research (2022). The results of the study showed that compensation, work motivation and work discipline had a positive and significant effect on Employee Performance at the SP Communication and Informatics Office of Pangkep Regency.

Motivation is an important element in human beings that plays a role in realizing success in human endeavors and work. The basis for the implementation of motivation by a leader is knowledge and attention to the human behavior he leads as a determining factor for the success of the organization. Motivated employees tend to have better performance and contribute more to the achievement of organizational goals. Therefore, understanding the factors that motivate employees and how leadership and

compensation play a role in increasing motivation is crucial for the success of an organization.

For this reason, it is necessary to conduct research to deeply understand the relationship between leadership, compensation, and work motivation and employee performance at the Makassar Religious Research and Development Center Office. This research is expected to provide a clearer view of the factors that affect employee performance and provide a basis for the development of more effective policies in increasing productivity and organizational contribution.

Problem Formulation

Based on the background of the problem mentioned above, the problem formulation in this study is as follows:

1. Does leadership affect employee performance at the Makassar Religious Research and Development Center Office?
2. Does compensation affect employee performance at the Makassar Religious Research and Development Center Office?
3. Does motivation affect employee performance at the Makassar Religious Research and Development Center Office?
4. Do leadership, compensation and motivation have a simultaneous effect on employee performance at the Makassar Religious Research and Development Center Office?
5. Which variable has the most dominant influence on employee performance at the Makassar Religious Research and Development Institute Office?

Conceptual Framework

The conceptual framework of research is the relationship between one concept and

another of the problem to be researched. This conceptual framework is useful for connecting or explaining at length about a topic to be discussed. This study has 4 variables to be studied, the four variables are clarified into two parts, namely: independent variables (free) and dependent variables (bound), the following is an overview of the conceptual framework of this research. This conceptual framework has 3 independent variables, namely Leadership (X1), Compensation (X2) and Work Motivation (X3) and 1 bound variable, namely Employee Performance. The research was conducted at the Office of the Makassar Religious Research and Development Institute.

According to Syamsul Arifin (2019), leadership includes the ability to foster cooperation and good relationships, the ability to be effective, and participatory leadership. These abilities have a significant impact on employee performance, as good cooperation, effectiveness, and participatory leadership create a positive work environment. Ability to Foster Good Cooperation and Relationships: Good cooperation within a team or organization can increase productivity and innovation. Employees who have this ability can contribute positively to the achievement of the company's goals. Ability to Effectiveness: The ability to work effectively includes the ability to manage time, resources, and tasks efficiently. Effective employees can improve the performance and work outcomes of the organization. Participatory Leadership: Leadership that involves employee participation can increase motivation and loyalty. This creates a work climate that allows employees to contribute to the fullest.

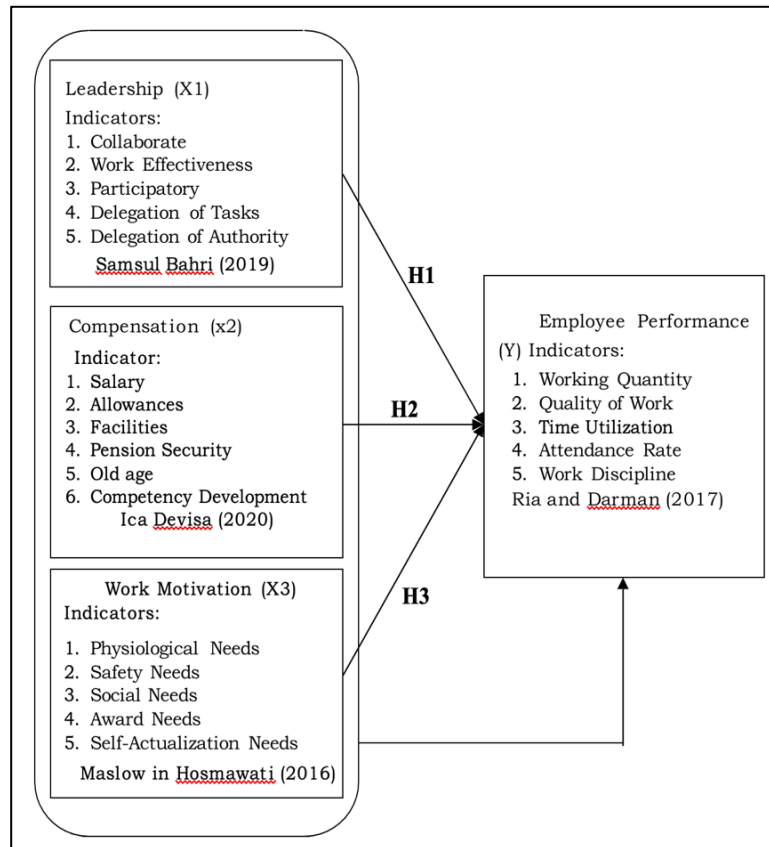


Figure 1. Conceptual Framework of the Research

B. Materials and Methods

Research Hypothesis

Based on the identification and formulation of the problem and the framework of thought that has been described above, several research hypotheses can be put forward, namely:

1. It is suspected that Leadership affects the performance of employees at the Makassar Religious Research and Development Center Office
2. It is suspected that compensation affects the performance of employees at the Makassar Religious Research and Development Center Office
3. It is suspected that work motivation affects employee performance at the Makassar Religious Research and Development Center Office
4. It is suspected that leadership, compensation and work motivation have a simultaneous effect on employee performance at the Makassar Religious

Research and Development Institute Office

5. It is suspected that leadership variables have a dominant influence on employee performance at the Makassar Religious Research and Development Center Office?

Research Methods.

The type of research used in this study is quantitative based on the calculation of numbers and statistics. This study is causal in the influence between independent variables and bound variables. Kasiram in Sujarweni (2018), "The quantitative research method is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know".

The data collection method in this study is using a survey with a questionnaire instrument distributed to respondents. The process carried out by the researcher in collecting primary data by survey method through research instruments (questionnaires), documentation and interviews. The measurement of data in this study uses a Likert scale. The determination of the Likert scale in this study is from scale 1 to 5. The guideline for measuring all variables is to use a 5-point likert scale.

Location and Time of Research

This research was carried out at the Office of the Makassar Religious Research and Development Center with the consideration of making it easy to take the data considering that the place where I work so that the data and information needed are easier to obtain in complete accordance with the research variables. The research will be carried out for 2 months, starting from December 2023 to January 2024.

Population and Sample

The population in this study is all Civil Servants who work at the Makassar Religious Research and Development Center Office as many as 36 people. Sampling of this study was carried out using a saturated sample technique or census, all populations were used as samples. So the number of samples in this study is as many as 36 employees of the Makassar Religious Research and Development Center Office.

The data collection method in this study is using a survey with a questionnaire instrument distributed to respondents

C. Result and Discussion

Validity Test

Validity comes from the word *validity* which means the extent of the accuracy and precision of a measuring instrument in carrying out its measurement function (Azwar 2020). In addition, validity is a measure that shows that the variable being measured is indeed a variable that should be studied by the researcher (Cooper and Schindler, in Zulganef, 2020). Meanwhile, according to Sugiharto and Sitinjak (2021), validity is related to a measure of what should be measured. The validity in the study states the degree of accuracy of the research measuring instrument to the actual content measured. A validity test is a test used to show the extent to which a measuring tool used in a measure is measured.

According to Ghazali (2009) stated that validity tests are used to measure validity, or validity or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity test can be calculated by combining the value of r calculated with r table. >To see the validity of a question in a questionnaire given to 36 respondents at the Makassar Religious Research and Development Institute Office, it can be seen in the following table below.

Table 11. Validity Test Results

Variabel	Question	r-count	R table	Taraf Sig	Information
Leadership (X1)	1	0,917	0,3291	0,000	Valid
	2	0,844	0,3291	0,000	Valid
	3	0,952	0,3291	0,000	Valid
	4	0,909	0,3291	0,000	Valid
	5	0,910	0,3291	0,000	Valid

Compensation (x2)	1	0,850	0,3291	0,000	Valid
	2	0,767	0,3291	0,000	Valid
	3	0,912	0,3291	0,000	Valid
	4	0,893	0,3291	0,000	Valid
	5	0,945	0,3291	0,000	Valid
Work Motivation (x3)	1	0,827	0,3291	0,000	Valid
	2	0,917	0,3291	0,000	Valid
	3	0,858	0,3291	0,000	Valid
	4	0,915	0,3291	0,000	Valid
	5	0,876	0,3291	0,000	Valid
Employee Performance (Y)	1	0,913	0,3291	0,000	Valid
	2	0,796	0,3291	0,000	Valid
	3	0,910	0,3291	0,000	Valid
	4	0,888	0,3291	0,000	Valid
	5	0,913	0,3291	0,000	Valid

Source: Data processed, 2024

Based on table 11. The above shows that the R value of the calculation > R table is based on a significance test of 0.05, meaning that the question items mentioned above are declared Valid to be used as a basis in this study.

Reliability Test.

Reliability comes from the word reliability. The definition of reliability is the continuity of measurement (Walizer, 1987). Sugiharto and Situnjak (2006) stated that reliability refers to an understanding that the instruments used in research to obtain

the information used can be trusted as a data collection tool and are able to reveal actual information in the field. The high and low reliability is empirically shown by a figure called the reliability coefficient value. High reliability is shown by a value of 0.0 close to 1. The consensus is generally that reliability is considered valid if it gives a value of "CronbachAlpha" ≥ 0.50 . The reliability of the instrument was tested using the Alpha Cronbach formula because this research instrument was in the form of a questionnaire and a multi-level scale.

Table 12. Reliability Test

Variable	Crombach's Alpha>r- table		Information
Leadership (X1)	0,944	0,60	Reliabel
Compensation (X2)	0,923	0,60	Reliabel
Work Motivation (X3)	0,924	0,60	Reliabel
Employee Performance (Y)	0,930	0,60	Reliabel

Source: Data processed, 2024.

Based on table 12 above, it shows that the "Crombach's Alpha" value of the 4 variables is at a moderate "Crombach's Alpha" level so that all statement items in the questionnaire are declared Reliable.

Multiple Linear Regression Analysis Method.

The analysis of regression data is expected to provide information related to the influence of the variables of Leadership (X1), Compensation (X2), Work Motivation

(X3), on Employee Performance (Y) at the Makassar Religious Research and Development Institute Office. The results of the data processing of the research results

can be known the influence of each Independent variable on dependent variables can be found in the following table of SPSS output results :

Table 15. Multiple Linear Regression Outputs.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.488	.970		503	.618		
X1	.200	.121	.222	1.656	.108	.158	9.963
X2	.493	.152	.511	3.243	.003	.147	13.831
X3	.278	.109	.264	2.553	.016	.153	5.933

a. Dependent Variable: Y

Source: Primary Data, processed, 2024.

Based on table 15 above, the SPSS output above can be obtained the multiple linear regression equation as follows:

$$Y = 0,488 (a) + 0,200 (X1) + 0,493 (X2) + 0,278 (X3) + e$$

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

1. The value of Constant (a) is 0.488 assuming that if the variables of Leadership, Compensation and Cooperation Motivation are equal to 0, then the value of Employee Performance is 0.488 per unit.
2. The Regression Coefficient (X1) value of 0.200 indicates that each increase in X1 by one unit, causes a change in the improvement of employee performance by 0.200 per unit assuming that the other variables are constant.
3. The Regression Coefficient (X2) value of 0.493 will cause an increase in Employee

Performance by 0.493 per unit assuming that other variables are constant.

4. The Regression Coefficient (X3) value of 0.278 units shows that every increase in the variable of 0.278 by one unit, it will increase the performance of employees by 0.278 per unit assuming that the other variables are constant.

Research Variable Hypothesis Test

Partial test (t-test)

The T Test or Partial Test aims to find out whether the independent variable or independent variable (X) partially (individually) affects the bound variable or dependent variable (Y). This is intended to= Knowing how much influence the influence of independent variables includes. If the significance value is less than 0.05, it can be concluded that the independent variable simultaneously has a positive and significant effect on the Employee Performance variable (Y). The results of the partial test can be seen in the following table below .

Table 16. Partial Test (Test T)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.488	.970		503	.618		
X1	.200	.121	.222	1.656	.108	.100	9.963
X2	.493	.152	.511	3.243	.003	.072	13.831
X3	.278	.109	.264	2.553	.016	.169	5.933

a. Dependent Variable: Y

Based on the results of the SPS output in table 16 above, it can be interpreted that:

1. Leadership (X1) has a positive or unidirectional relationship, this means that if leadership is increased by 1 unit, employee performance will increase, on the other hand, if compensation decreases, employee performance will decrease significantly. This is evidenced by the t-value of **1,656 > 2.890** (t table) with a significance level of 0.044. This can be concluded that if compensation has a positive and significant effect on employee performance at the Makassar Religious Research and Development Center Office.
2. Compensation (X2) has a one-way relationship, this means that if the Compensation increases, the employee's performance increases and the variable remains constant meaning that it does not have a direct influence on the

employee's performance. This can be seen from the t-value **of 3,243 > 2,890** (t table) with a significance level of 0.003

3. Work motivation (X3) has an unidirectional relationship, meaning that if work motivation increases, employee performance is constant, this can be seen from the t-value **of 2,553 > 2,890** (t table) with a significance value of 0.016. This means that work motivation has a positive and significant effect on employee performance at the Makassar Religious Research and Development Center Office.

Test F (Simultaneous Test).

The F test is intended to test the regression model on the influence of all independent variables simultaneously on dependent variables. This test can be seen in the F test value. The F value in this study uses a significance level of 0.05, if the F value < 0.05, it meets the "goodness of fit model" provisions, while if the significance value uses the F test, the calculation can be seen in the following table below.

Table 17. Simultaneous Test Output (Test F)
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	287.228	3	95.743	174.849	.000 ^a
Residual	17.522	32	.548		
Total	304.750	35			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on table 17 above, it shows that F is calculated as $174,849 > 2,890$ (f table), this is strengthened by a significance level value of $0.000 < 0.05$, meaning that simultaneously the variables of Leadership (X1), Compensation (X2) and Work Motivation (X3) have a positive and significant effect on Employee Performance at the Office of the Makassar Religious Research and Development Institute.

Dominant Variable Test (Beta Test)

The beta test is one of the tests to find

out which variables among the 3 Independent variables including the variables Leadership (X1), Compensation (X1) and Work Motivation (X3) have a dominant influence on the performance of Employees Pat the Office of the Makassar Religious Research and Development Institute. The output results of data processing with the help of the SPSS Program can be seen the variables that have a dominant influence can be seen in the table below as follows

Table 18. Test of Dominant Variables (TestBeta)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	.488	.970		.503	.618		
Kepemimpinan	.200	.121	.222	1.656	.108	.100	9.963
(X1)							
Kompensasi	.493	.152	.511	3.243	.003	.072	13.831
(X2)							
Motivasi Kerja	.278	.109	.264	2.533	.016	.169	5.933
(X3)							

a. Dependent Variable: Y.

Based on the results of table 18 above, it shows that the variable that has a dominant influence on Employee Performance is the Work Discipline variable with a coefficient value *of "standardized Coefficientian Beta"* of 0.511 with a significance level of $0.003 < 0.05$ below the significance level.

Determination Coefficient Test (R2)

The determination coefficient test is one of the tools to measure the percentage of

independent variable influence on dependent variables. The magnitude of the determination coefficient ranges from 0 to 1, the closer to zero, the less influence all independent variables have on the dependent variables. On the other hand, the greater the determination coefficient is closer to the number 1, the greater the influence of all Independent variables on the dependent variables. To see the value of the R Square coefficient from the output of SPSS, you can see the following table below:

Table 19. Determination Coefficient Test (R2)
Model Summary^b

Model	R	RSquare	AdjustedR	Std. Error of the Estimate	Durbin Watson
1	.971 ^a	.943	.937	.73998	1.953

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on table 19 above, it shows an R Square of 0.943, which means that the influence of leadership, compensation and work motivation is 94.3%. The remaining 5.7% was influenced by other variables that were not studied in the study, including work facilities and work infrastructure.

DISCUSSION OF RESEARCH RESULTS

Based on the results of the analysis and testing of the research hypothesis, the discussion of the research results is described as follows:

The Effect of Work Discipline on Employee Performance (X1)

Based on the results of the partial test or t-test, it shows that Leadership has a positive and insignificant effect on employee performance at the Makassar Religious Research and Development Center Office. The better the leadership of an employee, the better the employee's performance in carrying out his duties and work. This can be seen from the t-count value ($2.578 > 2.0322$) of the table with a significance level of 0.108. This means that Leadership has a positive and insignificant effect on the performance of employees of the Makassar Religious Research and Development Institute.

The results of this study are in line with Robbins and Judge's (2019) Theory defines that leadership is the ability to influence a group to achieve a vision or a set of goals. Meanwhile, according to Hasibuan (2013) leadership is a person's ability to influence others, in this case the leader can influence his subordinates in such a way that his subordinates are willing to do the leader's will even though personally it may not be favorable.

In line with the results of Sidrayani's research (2021). The Influence of Leadership, Work Culture and Work Motivation on Employee Performance at the

Community and Village Empowerment Office of Polewali Mandar Regency. The results showed that : 1) Leadership and Motivation have a positive and significant influence on Employee Performance, while the Work Culture variable has a positive but not significant influence on Employee Performance at the Community and Village Empowerment Office of Polewali Mandar Regency; 2) There is a simultaneous influence of Leadership, Motivation and Work Culture on Employee Performance at the Community and Village Empowerment Office of Polewali Mandar Regency; 3) The Motivation Variable is the most dominant variable that affects Employee Performance at the Community and Village Empowerment Office of Polewali Mandar Regency.

This research is different and not in line with the results of the research of Hafulyon, Muhammad Deni Putara, et al. (2020). The results of the study showed that motivation and work culture partially did not have a positive and significant effect on employee performance at the Tanah Datar Regency Co-operative Office. Simultaneously motivated, work culture has a positive and significant effect on employee performance at the Tanah Datar Regency Co-operative Office.

Effect of Compensation on Employee Performance (X2)

Based on the results of the partial test or t-test, it shows that compensation has a positive and significant effect on employee performance at the Makassar Religious Research and Development Center Office. This can be seen from the results of the t-count **test** ($3,243 > 2,034$) t table with a significance level of 0.03. This means that compensation has a positive and significant influence on Employee Performance at the Makassar Religious Research and Development Center Office.

The results of this research are in line with the Theory put forward by Purnama (2015), Yusuf and Syarif (2018) and Kreitner and Kinicki's Work Commitment Theory (2014). Purnama (2015) states that Commitment is defined as a strong desire of the members of the organization to bind themselves in an organization voluntarily and strive hard for the benefit of the organization. Meanwhile, according to Yusuf and Syarif (2018), work commitment is stated as an attitude of employee loyalty to the organization by staying in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason. According to Kreitner and Kinicki (2014), work commitment is the level at which employees are able to recognize their organization and are bound to *the goals of the organization*

The results of this study are in line with the results of research conducted by two researchers, namely Tauwi, Masyaili (2020) and Maulidia Anggraeni¹, Hesti Widiati², Arifia Yasmin³. The results of Tauwi, Masyaili's (2020) research with the title: *The Influence of Motivation and Work Commitment on the Performance of Employees of the Konawe Regency Education and Culture Office*. The results of this study show that motivation and work commitment simultaneously have a positive and significant effect on employee performance. Motivation partially has a positive and significant effect on employee performance and work commitment has a positive and significant effect on employee performance at the Konawe Regency Education and Culture Office office and Maulidia Anggraeni¹, Hesti Widiati², Arifia Yasmin³. 2020. *The Influence of Competence, Work Commitment and Work Motivation on Employee Performance at the Tegal Regency Population and Civil Registration Office*. The results of the study show that competence has no partial effect

on employee performance. Commitment has no partial effect on employee performance. Motivation has no partial effect on employee performance. Competence, work commitment and work motivation have a simultaneous effect on employee performance at the Tegal district disdukcapil.

The Effect of Work Motivation on Employee Performance (X3)

Based on the results of the t-test, the variable of Employee Work Motivation has a positive and significant effect on Employee Performance at the Office of the Makassar Religious Research and Development Center. This can be seen from the results of the t-count test ($2,553 > 2,034$) t table with a significance level of 0.016, meaning that work motivation has a positive and significant effect on employee performance at the Makassar Religious Research and Development Center Office. Employee work motivation is one of the determinants of success in carrying out a job. On the other hand, the lack of employee work motivation will hinder the process of accelerating the completion of tasks and work carried out by each employee.

This research was strengthened by respondents' responses related to Employee Work Motivation, the average respondent stated Agree and Strongly Agree that motivation is very important for employees in carrying out tasks and work, work motivation can encourage employees to think intelligently and creatively in providing maximum results. Therefore, work motivation can be seen as a growing encouragement in a person to work well and optimally.

The results of this study are in line with the Theory expressed by Mr. Ardiana (2017) which states that work motivation is the provision of driving force that creates a person's enthusiasm for work, so that they want to work together, work effectively and

be integrated with all their efforts to achieve satisfaction. Therefore, continued Farida (2016) stated that work motivation is what causes, channels, and supports human behavior. So that they want to work hard and enthusiastically to achieve optimal results. Motivation cannot be observed directly, but can be interpreted in its behavior, in the form of stimulation, encouragement, or the power generation of a behavior.

Simultaneous Influence of Leadership Variables, Compensation and Work Motivation on Employee Performance (Y).

Based on the results of the study, it was shown that the variables of leadership, compensation and work motivation had a positive and significant effect on Employee Performance at the Office of the Makassar Religious Research and Development Institute. This can be seen from the F value of **174,849 < 2,890 F** of the table with a significance level of 0.000. This means that simultaneously the variables of Leadership, Compensation and Employee Work Motivation have a positive and significant effect on Employee Performance at the Makassar Religious Research and Development Center.

The results of this study are in line with Robbins and Judge's Theory (2019) which defines leadership as the ability to influence a group to achieve a vision or a set of goals. Continuing According to Hasibuan (2013) leadership is a person's ability to influence others, in this case the leader can influence his subordinates in such a way that his subordinates are willing to do the will of the leader even though personally it may not be liked and in line with the Work Motivation Theory by Ardiana (2017) which states that Work motivation is the provision of driving force that creates a person's enthusiasm for work, so that they are willing to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

Therefore, continued Farida (2016) stated that work motivation is what causes, channels, and supports human behavior. So that they want to work hard and enthusiastically to achieve optimal results. Motivation cannot be observed directly, but can be interpreted in its behavior, in the form of stimulation, encouragement, or the power generation of a behavior.

The results of this study are in line with the results of research by Barlian, Nuraini, Hazairin Habe, M.Rafieq Adi Pradana (2022). The results of the study showed that simultaneously showed that work culture and work commitment had a positive and significant effect on employee performance at the Tanggamus Regency Education Office.

The Most Dominant Variable on Employee Performance (Y)

Based on the results of statistical tests, it shows that the variable that has a dominant influence on employee performance is the Employee compensation variable. This can be seen with a Beta value of 0.551 with a significance level of 0.016. Where compensation is a dynamic condition that directly affects the enthusiasm of employees in carrying out the tasks and work they will do. Compensation is an aspect of behavior that can be used in providing value in providing employee tendencies. Compensation is a situation where employees decide whether to work well or not and take sides, and together realize the vision and mission and the desire to remain employees in an agency or not.

The results of this study are in line with the theory put forward by Yusuf and Syarif (2018) which states that work compensation is an attitude of employee loyalty to the organization by staying in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason. According to Kreitner and Kinicki (2014), compensation is the level at which employees are able to

recognize their organization and are tied to the organization's goals.

The results of this study are in line with the results of research conducted by two researchers, namely Tauwi, Masyaili (2020) and Maulidia Anggraeni¹, Hesti Widiati², Arifia Yasmin³. The results of 'Tauwi' s research, Masyaili (2020). The results of this study show that motivation and work commitment simultaneously have a positive and significant effect on employee performance. Motivation partially has a positive and significant effect on employee performance and work commitment has a positive and significant effect on employee performance at the Konawe Regency

D. Conclusion

Based on the results of the research and discussion, it can be concluded that 1) Leadership has a positive and insignificant effect on Employee Performance at the Office of the Makassar Religious Research and Development Institute. 2) Compensation has a positive and significant effect on Employee Performance at the Office of the Makassar Religious Research and Development Institute, 3) Work motivation has a positive and significant effect on Employee Performance at the Office of the Makassar Religious Research and Development Center, 4) Leadership, Compensation, and Work Motivation have a simultaneous effect on Employee Performance at the Office of the Makassar Religious Research and Development Institute and the variable that has a dominant influence on Employee Performance is the variable of work

Education and Culture Office office and Maulidia Anggraeni¹, Hesti Widiati², Arifia Yasmin³.2020. The Effect of Competence, Work Commitment and Work Motivation on Employee Performance at the Tegal Regency Population and Civil Registration Office. The results of the study show that competence has no partial effect on employee performance. Commitment has no partial effect on employee performance. Motivation has no partial effect on employee performance. Competence, work commitment and work motivation have a simultaneous effect on employee performance.

compensation at the Office of the Makassar Religious Research and Development Institute.

Therefore, it is recommended that 1) Leaders must improve and improve Cooperation in order to increase good work effectiveness so as to encourage improvement in employee performance, 2) Leaders must increase and maintain Compensation so that employees feel comfortable and satisfied with the compensation given, including awards for their work results, 3) Leaders must pay attention to aspects of the needs of various employees so that they can encourage the level of work motivation and improving employee performance, and 4) Leaders must carry out various education and training activities as an effort to improve the understanding and ability of employees in carrying out the tasks and work given.

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