

Employee Performance in PT Rhaya Samudera Dirgantara Sentosa Analysis Againsts Leadership, Financial Compensation, Discipline, and Work Experience

Nur Cahyadi^{1*}, Alif Sulthon Basyari², Abi Hanif Dzulquarnain³, Suaibatul Aslamiah⁴

nurcahyadi@umg.ac.id¹, alifsulthon@umg.ac.id², dzulquarnain_abihanif@umg.ac.id³, suaibatul.aslamiah@umg.ac.id⁴

Abstract. In an age of globalization in Indonesia at the moment make the impact competition company Similarly PT. Rhaya Samudera Dirgantara Sentosa, Surabaya that is one of the companies in the sectors EMKL (expedition of the ship the sea) Who handles documents export-import and services the transportation of goods. Not to be outdone in competition with its rivals one way by strengthening its Human Resources by improving the performance of employees. This research aims to understand and analytical thinking on how of leadership, financial compensation, discipline and work experiences of performance an employee of PT. Rhaya Samudera Dirgantara Sentosa. Primary data obtained by spreading the questionnaire against employees. in determining the number of samples using the Proportionate Stratified technique, especially Random Sampling, one technique the determination of sample when population research have a member or the elements are not homogenous, and have strata proportionally. Quantitative approach used to figures measured uses statistics technique regression analysis linear multiple. The results obtained to answer the hypothesis through partial tests show that employee performance cannot be influenced by leadership and variable compensation, discipline and work experience variables using partial tests have a positive influence on employee performance. But based on the testing simultaneously show all variables influential positive and significant

Keywords: Leadership, Financial Compensation, Discipline, Experience of Work and Employee Performance

1. Introduction

In the era of globalization, business competition is increasingly competitive, requiring companies to be able to adapt in order to avoid bankruptcy and excel in competition. To anticipate competition, companies must be able to compete, which can be done, among other things, by strengthening organizational capacity and Human Resource (HR).

Human Resource (HR) dealing process with various problems regarding employees, workers, managers and other workers so that company goals can be achieved. Sinambela (2016; 8). Human resources (HR) are one of the most important assets in an organization because the quality of a company does not only depend on modern technology, complete facilities and infrastructure, but more depends on the quality of its HR. If the quality of HR is deemed

incapable of carrying out their duties properly in a company, then it leads to decline in company performance, so that the company's goals are not running well. In an organization, creating improved performance will certainly encourage its employees to be able to work even better, with high performance possessed by employees, it is hoped that the organization's goals can be achieved. According to [8] Factors that influence employee performance include leadership from above, financial compensation, employee work discipline and work experience.

2. Literature Review and Hypothesis Development

Research by Wiratama & Sintaasih (2013) The results show the variables of leadership, discipline and training have significantly influenced performance. Meanwhile, results obtained using the f test or simultaneous leadership, training and work discipline variables have a positive and significant influence on employee performance, while work discipline has a dominant influence on employee performance among other variables. Other research by [11] gave brief results of the t-test or partial analysis show that the Discipline and Compensation variables have a positive and significant on employee performance. Meanwhile, the results f-test or simultaneous financial compensation and discipline have a positive influence on employee performance.

2.1 Performance (Y)

According to Prawirosentono (in Sinambela 2016; 481), Achieving organizational goals can be done through the results of work carried out by someone or a group of people in it accordance with their respective authority and responsibilities, in accordance with applicable ethics, norms and does not violate the law. According to Sinambela (2016; 480) employee performance were necessary, because by riding performance it will be known how far they are able to carry out tasks given to the employee.

2.2 Leadership (X₁)

Leadership is someone who is able to influence others to improve performance [21]. Anoraga (in [21]) states that leadership is the ability carried out through communication to influence other people, both direct and indirect, with the intention of guiding others with full understanding. In order achieving goals, leaders must collaborate with their subordinates to carry out work, whether in the form of goods or services. Because, the success or failure of an organization is determined by the ability of their leaders.

2.3 Financial Compensation (X₂)

[5] describe compensation were something that employees receive as a reward for his contribution to the company, whether an hourly or a periodic. Compensation usually form in salary, designed and managed by the personnel department. If compensation is managed well,

compensation helps the organization achieve its goals and acquire, maintain and maintain employees well. On the other hand, without adequate compensation, current employees are very likely to leave the organization. According to [21] states that compensation is calculated based on job evaluations with the aim of obtaining compensation that is close to appropriateness and fairness.

2.4 Discipline (X₃)

[5] explains that discipline is not only related to coming and going home on time, do all work properly, comply with the regulations imposed by the company and applicable norms. Regulations necessary to provide guidance and counseling for employees in order creating good order inside company. A company's discipline is said to be good if its employees obey existing regulations. [21] discipline were a tools to direct employees motivation. This means, in order for work to run smoothly, discipline must be maintained. Discipline is not always related with punishment. Discipline is an act that reflects behavior, actions and attitudes that are in accordance with written norms and rules, and if they are violated there will be some detention for each violation act, moreover discipline is a single process used to deal with performance violation and need managers attendee in identifying and communicating performance problems. This is an issue where employees and managers work together to solve it. If this method doesn't work then use other tools such as enforcing consequences. Sinambela (2016; 335).

2.5 Work Experience (X₄)

[14] experience is gained through a period of work, through work experience a person consciously or unconsciously learns, this process will gain understanding both technical skills and skills in dealing with work. Apart from that, with work experience, it will be easier for employees to complete any work assigned to them. Usualy work experiences provide expertise and some work skills. In contrary, limited work experience results less expertise and skills. The work experience a person has is more important than the level of education. The classic adage says, best teacher in life commonly induce by experience. By gaining work experience, all tasks being assigned could be carried out well.

2.6 Hypothesis

Leadership is single process for influencing other people and providing good direction to other people through direct or indirect communication with employees about what work they do and how to do the work in order to complete the work as expected. The leader's ability to influence other people will provide independent motivation which will have an impact on increasing performance [21] so the author proposes a hypothesis:

H1. There is a partial influence of leadership on performance

H2. There is a partial influence of financial compensation on performance

H3. There is a partial influence of discipline on performance

H4. There is a partial influence of work experience on performance

H5. It is suspected that there is a simultaneous influence between leadership, financial compensation, discipline and work experience on employee performance variables

3. Research Methods

Research partner were with the management of PT. Rhaya Samudera Dirgantara Sebtosa which is located in Surabaya. Finished within march to july 2022. The total population for this study was 46 respondents. Primary data for this research can be obtained directly by distributing a list of questions and filling out questionnaires distributed to PT employees. Rhaya Samudera Dirgantara Sentosa, Surabaya regarding leadership, financial compensation, discipline and work experience. The data obtained from this primary data must be processed again using a statistical program. Secondary data for this research was obtained from the company including recapitulation of employee absenteeism, recapitulation of late employees, a table explaining the number of employees who have previous work experience, a general description of the company and the company's organizational structure. This research elaborate 4 dependent and 1 independent variables. Independent variable are leadership, financial compensation, discipline, work experience while the dependent variable is employee performance. Multiple regression analysis used to conduct result from hypothesis mentioned. Variable measurement uses a Likert scale. This scoring or assessment uses a Likert scale [20]. The assessment criteria using a Likert scale can be classified into five (5) levels.

4. Result

4.1 Validity and reliability test

[4] Validity testing is one way to determine whether a questionnaire can be declared valid or not. Validity testing is carried out using the SPSS program with criteria (1) If r value is greater than table r , then the questionnaire item is valid. (2) If r value < table r , then the questionnaire item is invalid. This research uses bivariate correlation obtained with the SPSS 20 For Windows tool. Based on Table 1, it can be explained that r value > r table, namely with a value of 0.297 where $df = (44 - 2 = 42)$ so it can be stated that all statements are declared valid.

A variable were said to be reliable if the answer to a statement is consistent or stable over time. Cronbach alpha > 0.70 used as judgement of reliability test result [4]. Based on Table 2, it shows that the independent and dependent show the Cronbach alpha value > 0.70, so all statement items are considered reliable or consistent in carrying out their function as measuring tools.

4.2 Classic Assumption Test

Autocorrelation. The autocorrelation test can be used to determine the existence of a correlation between disturbing variables in a certain period and previous variables. For series data, autocorrelation often happened, regression model can be said to be good if there is no autocorrelation, this test conduct using Durbin Watson. If $D_u < d < 4-D_u$, then it can be said that the data is free from autocorrelation [3].

Based on Table 3, it shows teh Durbin-Watson value 1.823. The du value can be seen in the Durbin-Watson table $k=4$ and $N=44$ so the du value is 1.720, the $4-du$ value is 2.28 and the dl value is 1.336. by this mean the research data free from autocorrelation

Multicollinearity. A good regression model is one where there is no correlation between independent variables and must be free from correlation between independent variables., value tolerance and inflation factor (VIF) were used. If the tolerance value is ≤ 0.10 and $VIF \geq 10$, then multicollinearity occurs. If the tolerance value is ≥ 0.10 and $VIF \leq 10$ then there is no multicollinearity.

Based on Table 4, the tolerance and VIF values for all independent variables of 0.901 and 1.110 for the leadership variable, financial compensation of 0.362 and 2.761, discipline of 0.833 and 1.201 and work experience of 0.348 and 2.871. The limit for multicollinearity not occurring is if the tolerance value is ≥ 0.10 and $VIF \leq 10$. So it can be concluded that the variables used are not multicollinearity.

Heteroskedastisitas. A good regression model should free from heteroscedasticity. Heteroscedasticity test used Glejser. The Glejser test is by testing the level of significance, if the significance value between the independent variables is more than 0.05 (> 0.05) it means free from heteroscedasticity [20].

Normality test. The normality test is a test that can be used to find out whether the data is normally or not normally distributed. A good regression model must have a normal distribution. Kolmograv Smirnov test used to test data distribution, if the significance is greater than 5% (> 0.05), then the variable is normally distributed, and conversely, if the significance is less than 5% (< 0.05) then the variable is not normally distributed [20].

Based on Table 6, it can be seen that the significance value is $0.652 > 0.05$, so it can be concluded that the residual significance is normally distributed.

4.3 Multiple Linear Regression Analysis

Based on the calculation results using the SPSS 20 program as in Table 7. Based on the results of the analysis, a multiple linear regression equation model can be prepared as follows

$$Y = -4,142 + 0,035X_1 + 0,411X_2 + 0,203X_3 + 0,682X_4 + e \quad (1)$$

Based on table 8, the Adjusted R Square value 0.901. It refer that the change in the dependent variable of employee performance (Y) is 90.1% caused by the variables Leadership, financial compensation, Discipline and work experience while the remaining 9.9% is caused by other factors outside these variables.

Based on the calculations in table 9, t-count 0.665 < t-table 2.021 and the significance value 0.510 > 0.05. Based on this value then H0 is accepted and H1 is rejected. This means that the Leadership has no significant effect on employee performance. Based on calculations, t-count 5.246 > t-table 2.021 and the significance value is 0.00 < 0.05. Based on this value then H0 is rejected and H1 is accepted. This means that the financial compensation has a significant positive effect on employee performance. Based on calculations, t-count 3.074 > t-table 2.021 and the significance value 0.00 < 0.05. Based on this value then H0 is rejected and H1 is accepted. This means that the Discipline has a significant positive effect on employee performance. Based on the calculations, t-count 6.457 > t-table 2.021 and the significance value 0.00 < 0.05. Based on this value then H0 is rejected and H1 is accepted. This means that the Work Experience has a significant positive effect on employee performance.

Based on the results of Table 10, F-count 98.768 > F-table and the significance 0.000 < 0.05, this value indicate that simultaneously all the independent variables influence the dependent variable.

Table 1. Validity test

Variables	Dimension	r table	r count	Remark
Leadership (X ₁)	X1.1	0,297	0,476	Valid
	X1.2	0,297	0,594	
	X1.3	0,297	0,552	
	X1.4	0,297	0,470	
Financial Compensation (X ₂)	X2.1	0,297	0,426	
	X2.2	0,297	0,633	
	X2.3	0,297	0,661	
	X2.4	0,297	0,822	
Discipline (X ₃)	X3.1	0,297	0,530	
	X3.2	0,297	0,666	
	X3.3	0,297	0,361	
Work Experience (X ₄)	X3.4	0,297	0,740	
	X3.5	0,297	0,375	
	X4.1	0,297	0,841	
	X4.2	0,297	0,534	
Employee Performance (Y)	X4.3	0,297	0,802	
	Y.1	0,297	0,867	
	Y.2	0,297	0,877	
	Y.3	0,297	0,614	
	Y.4	0,297	0,419	

Table 2. Reliability test

Variables	Alpha Value	Threshold	Remark
Leadership (X ₁)	0,733	0,70	Reliable
Financial Compensation (X ₂)	0,822	0,70	
Discipline (X ₃)	0,765	0,70	
Work Experience (X ₄)	0,850	0,70	
Employee Performance (Y)	0,853	0,70	

Table 3. Autocorrelation test

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.954 ^a	0.910	0.901	0.77380	1.823

Table 4. Multicollinearity Test

Variables	Collinearity Statistic		Remark
	Tolerance	VIF	
Leadership (X ₁)	0,901	1,11	Free multicollinearity
Financial Compensation (X ₂)	0,362	2,761	
Discipline (X ₃)	0,833	1,201	
Work Experience (X ₄)	0,348	2,871	

Table 5. Heteroscedasticity test

Variables	Sig	Threshold	Remark
Leadership (X ₁)	0,527	0,05	Free heteroscedasticity
Financial Compensation (X ₂)	0,722	0,05	
Discipline (X ₃)	0,146	0,05	
Work Experience (X ₄)	0,886	0,05	

Table 6. Normality test

	Unstandardized Residual
N	44
Kolmogorov-Smirnov Z	0.735
Asymp. Sig. (2-tailed)	0.652

Table 7. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t-value	Sig.
-------	----------------------------------	------------	-----------------------------------	---------	------

	(Constant)	-4.142	1.729		-2.395	0.022
	X1	.035	0.053	0.034	0.665	0.510
1	X2	.411	0.078	0.418	5.246	0.000
	X3	.203	0.066	0.162	3.074	0.004
	X4	.682	0.106	0.525	6.457	0.000

Table 8. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square
1	0.954 ^a	0.910	0.901

Table 9. t-Test Results

No	Variabel	t-count	Sig.
1	Leadership (X ₁)	0,665	0,51
2	Financial Compensation (X ₂)	5,246	0,000
3	Discipline (X ₃)	3,074	0,004
4	Work Experience (X ₄)	6,457	0,000

Tabel 10. Hasil Uji F

Model	df	f	Sig.
Regresi	4	98,768	0,000 ^b

5. Discussion

Based on the results of the calculation data that has been obtained, it is stated that the leadership variable has a value that states that it does not have a significant effect on employee performance. In reality, this is because the leader (Director) in carrying out his duties does not go directly to the field, but the leader (Director) assigns all responsibility to the head of each position who was formed and has been trusted by the leader (director) of the company or right-hand man. The results of this research do not agree with the research of Wiratma & Sintaasih (2013). However, the results of the research that has been carried out have been supported by research by [10] which states that leadership does not have an impact that can influence employee performance.

Based on the results of the tests show the financial compensation variable has a positive and significant effect on employee performance. These results were confirmed by previous researcher [1] stated financial compensation has a positive and significant influence on the performance of PT employees. strengthened by the theory expressed by Sinambela (2016; 217) stated compensation given by the company is felt to be fair and the amount of compensation given is in accordance with the sacrifices made by employees to the company, will be able to improve employee performance.

Based on the results of the tests show that the discipline variable has a positive and significant effect on employee performance. These results were confirmed by [11], stated that discipline has a positive and significant influence on employee performance and strengthened by the theory expressed by Sinambela (2016; 332) which states discipline were very important for organizational growth and is useful for educating employees to obey and comply with existing regulations.

Based on the results of the tests show that the work experience variable has a positive and significant effect on employee performance. This result is strengthened by [14] stated work experience usually obtained by a person based on the mass of work, the higher a person's work experience, the higher the person's performance.

6. Conclusion

This research conclude one of four variables were insignificant but other were significant. Leadership indicate insignificant with employee performance. This indicate whether leadership played in PT. Rhaya Samudera Dirgantara Sentosa good or bad doesn't have any effect in employee performance. This condition relate in the internal organization that their leader compromise with the subordinate. The regression formula indicate employee performance only could cause by financial compensation, discipline, and working experience.

REFERENCE

- [1] Amrullah, Asriyanti. 2012. Pengaruh Kompensasi Finansial dan Non finansial Terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (Persero) Tbk Wilayah Makasar. Makasar: Universitas Hasanudin.
- [2] Foster, B. S., & R. K. 2009. Pembinaan untuk Kinerja Karyawan. Jakarta: PPM.
- [3] Ghozali, Imam. 2011. Aplikasi Analisis Multivariate dengan Program IBM SPSS 19, Edisi Kelima. Semarang: badan Penerbit Universitas Diponegoro.
- [4] Ghozali, Imam. 2013. Aplikasi Analisis Multivariate dengan Program IBM SPSS 21, Edisi Ketujuh. Semarang: badan Penerbit Universitas Diponegoro.
- [5] Hasibuan, Malayu S.P. 2011. Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta: Bumi Aksara.
- [6] HRD PT. Rhaya Samudera Dirgantara Sentosa, 2017, Data Kepegawaian PT. Rhaya Samudera Dirgantara Sentosa, Surabaya.
- [7] Jaka Alit Wiratama, I Nyoman dan Desak Ketut Sintaasih. 2013. Pengaruh Kepemimpinan, Diklat, dan Disiplin Kerja Terhadap Kinerja Karyawan PDAM Tirta Mangutama Kabupaten Badung. Bali: Universitas Udayana.
- [8] Mangkunegara, A.A. Anwar Prabu. 2014. Evaluasi Kinerja SDM. Bandung: PT. Refika Aditama.
- [9] Mangkunegara, A.A Anwar Prabu. 2015. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya.
- [10] Munparidi. 2012. Pengaruh Kepemimpinan, Motivasi, Pelatihan dan Lingkungan Kerja Terhadap Kinerja Karyawa Pada Perusahaan Daerah Air Minum Tirta Musi Kota Palembang: Universitas Politeknik Negeri Sriwijaya.
- [11] Naibaho, Sisilia.dkk. 2016. Pengaruh Disiplin dan Kompensasi Terhadap Kinerja Karyawan pada RSUP Prof. DR. R.D. Kandou, Manado. Manado: Universitas Sam Ratulangi.
- [12] Nitisemito, Alex .2009. Manajemen Personaliala Manajemen Sumber Daya Manusia. Jakarta:

Ghalia Indonesia.

- [13] Poltak Sinambela, Lijan. 2016. Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Aksara.
- [14] Rofi, Ahmad Nur. 2012. Pengaruh Disiplin Kerja dan pengalaman Kerja Terhadap Prestasi Kerja Karyawan pada Departemen Produksi PT. Leo Agung raya Semarang. Jurnal Ilmu dan Akuntansi Terapan Vol.3. No.1.Semarang.
- [15] Sa'diyah Chalimatus dan Hermin Endratno. 2013. Pengaruh Pengalaman Kerja, Motivasi Intrinsik dan Kepuasan Kerja Karyawan Terhadap Kinerja Karyawan Depo PT. Pelita Satria Perkasa Sokaraja. Jurnal Bisnis dan Manajemen Vol.1. Purwokerto: Universitas Muhammadiyah Purwokerto.
- [16] Sanusi, Anwar. 2013. Metodologi Penelitian Bisnis. Jakarta: Salemba empat.
- [17] Sofyandi, Herman. 2008. Manajemen Sumber Daya Manusia. Yogyakarta: Graha Ilmu.
- [18] Tambunan, Toman Sony. 2015. Pemimpin dan Kepemimpinan. Yogyakarta: Graha Ilmu.
- [19] Sugiyono. 2015. Metode Penelitian Pendidikan. Bandung: CV. Alfabeta.
- [20] Sujarweni, V. Wiratna. 2015. Metodologi Penelitian Bisnis dan Ekonomi. Yogyakarta: Pustaka Baru Press.
- [21] Sutrisno, Edi. 2009. Manajemen Sumber daya manusia. Edisi Pertama. Jakarta: Kencana Prenada Media Group.
- [22] Tuu, T. 2007. Peranan Disiplin pada Perilaku dan Prestasi Siswa. Jakarta: PT. Gramedia Widisarana.