The Influence of Compensation, Leadership, and Quality of Work Life on Employee Performance in Family Companies in Batam City

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Abstract. Research was conducted to examine the impact of providing compensation, leadership and quality of work life on employee performance in family companies in Batam City. The research method uses a quantitative approach by analysing primary data distributed via Google from in the form of a questionnaire. The research population includes all employees who work in family companies in Batam City. The non-probability sampling method was chosen to obtain research sample results and resulted in 102 employees as the research sample. Descriptive analysis, classical assumption test, multiple linear regression analysis and hypothesis testing based on the coefficient of determination (R^2) test, and the T test were used as analysis techniques for this research. The results of this research show that providing compensation and leadership has a positive and significant impact on employee performance, while quality of work life has a negative and significant impact on employee performance.

Keywords: Compensation, Leadership, Quality of Work Life, Employee Performance

1 Introduction

Competition in the business world in the current era of globalization is increasingly intense, and thus also impacts family-owned companies. Family companies have unique characteristics as busniesses that are fully owned by one familiy or several family that still shares familial ties. This distinguishes family companies from other businesses and creates a unique way of doing business, where aspects such as compensation, leadership, and quality of work life are often influenced by the values traditions, and relationships within the familiy.

It is crucial for family companies to have quality, compentent and knowledgeable human resource to achieve the company's succes in line with its established vision and mission [7]. One of the factors that significantly impacts a company's success is employee performance. Performance can be understood as the level of success and indicates the extent to which a company can achieve its set objectives [11].

Provide compensation is a driving factor that can significantly enhace employee performance and is also a primary motivator for employees to work within a company. The

compensation received by employees serves as a reward for their work, aligning with their expectations to fulfill their needs for satisfaction based on their achievements in line with the company's goals [13]. provide compensation that meets their needs, whether in the form of monetary rewards, allowances or facilities, can effectively maximize employee performance and ignite their motivation to work diligently. In achieving the company's goals, it is essential to consider the leadership style of a leader in enhancing the performance of their employees. Effective leadership involves setting objectives in all policies and providing ample career development opportunities for employees, as well as leaders who are willing to listen to feedback from their subordinates [8]. therefore, to achieve effectiveness, a wise leader with strong leadership qualities is required to manage and lead the company, which will undoubtedly improve the performance of its employees.

The quality of work life (QWL) also plays a significant role in the execution of work activities, where employees can fulfill their personal needs through their performance. In this context, the quality of work life encompasses the need for a sense of security a work, livelihood, family life, social life, self-esteem, helath, safety, self-actualization, the need for ownership, and conditions for personal growth [20]. because employees are crucial to the company, managing their quality of work life becomes essential to motivate them to perform their daily tasks effectively. In this research, the researcher chose family companies businesses as the research subject due to their unique characteristics. Typically, family companies are managed by family members themselves or by other family-related individuals. In family companies businesses, compensation policies are often influenced by family values and long-standing business traditions. Similarly, the leadership style in family companies businesses reflects how the family owners make decisions, and the company's work culure often mirrors the values and life perspectives of the family, which can impact the quality of work life for employees.

The decline in employee performance in the family companies is attributed to several factors. Firstly, the company has not provided salary increases that keep pace with inflation to its employees for the past few years. This has caused employees to feel undervalued and less motivated to deliver high performance in their work. Additionally, the company does not offer social security benefits such as health insurance and workers compensation, forcing employeees to rely on their own private insurance. Furthermore, the company never recognizes or rewards high-performing employees, and its leadership system is unresponsive in decision making as the leaders are unwilling to listen to and consider input from their subordinates. The familiy companies also lacks employee welfare programs and effective work life balance policies. All these factors contribute to the decline in employee performance in the family companies.

Based on the phenomena presented above, it is evident that the inadequacy in compensation, leadership, and quality of work life in family companies in Batam City can indeed lower employee performance. Therefore, the best approach to enhance employee performance is by linking compensation, leadership and qualit of work life. According to studies by [16] and [10], there is an impact of leadership on employee performance. These findings align with research conducted by [11] and [12] because the role of a leader is crucial in a company to facilitate the achievment of corporate goals and serve as a role model for employees. Research by [3] and [15] shows that compensation affects employee performance. Similar results are also supported by [14], [19] and [6], who affirm that providing appropriate compensation the employees motivates them to work more diligently. Research by [9] and [4]

indicates that there is an influence of the quality of work life on employee performance, which is in line with the study by [5], that emphasizes the importance of a quality work life that supports meeting all the needs of employees in enhancing their productivity.

This research adopts the idea from [21], where the researcher conducted a study on the influence of compensation and leadership on employee performance at Materna General Hospital in Medan. However, in this research the researcher introduces a new variable, whichis quality of work life, adoptes from from the study by [20]. the research period was conducted in 2023, with the research focus on all employees in Family Companies in Batam City.

2 Literature Review and Hypotheis Development

2.1 Social Exchange Theory

This theory was developed by George C. Homans in 1958, describing a set of transactions that occur in an individual's social life and often involve deep emotional bonds. The theory assumes that if an employee experiences satisfaction in the company where they work, they are likely to receiprocate by enhancing their performance. This includes more effective work behaviors and contributions to improved performance compared to before [10].

When connected to this research, it can be assumed that when a company provides compensation that meets the needs of its employees, whether in the form of monetary rewards, allowance or facilities, emloyees will enhance their performance with greater diigence and enthusiasm in completing their tasks. If leaders exhibit effectives leadership in managing the company, such as demonstrating wisdom in decision-making, providing support to employees, and considering the well-being of their workforce, employees will be motivated and more inclined to improve their performance. Consequently, the company's established vision and mission can be achieved. If a company ensures the well-being of its employees, including a safe working environment, a balance between work an personel life, and opportunities for personal growth and development, employees will feel happier. When employees are happy, their performancw tends to improve.

2.2 Literatur Review

Based on the research conducted by [21], with the aim of examining the influence of compensation and leadership on employee performance, the study employed a quantitative method conducted in the year 2020 using Materna General hospital in Medan as the research object. The research sample involved all employees in the hospital, particularly those working in the nursing department. The results indicated that when tested simultaneously, both compensation and leadership had an impact on employee performance at Materna General Hospital in Medan.

According to the research by [2], the objective was to empirically analyze the impact of compensation on employee performance, utilizing a quantitative method to analyze the data. The research findings concluded that there is a positive and significant correlation between the level of compensation received by employees and their performance. This implies that when employees are satisfied with the compensation they receive, they tend to exhibit better performance in their work. These findings align with social exchange theory. Based on the

research conducted by [10] their objective was to examine the impact of leadership on employee performance. The research findings indicated a significant influence of leadership on employee performance. This means that when a leader can effectively lead, motivate employees, and provide clear guidance, employee performance tends to improve.

Based on [20] also conducted research aimed at analyzing the impact of Quality of Work Life (QWL) on employee performance. The implication of this research is that organizations need to enhance the aspects of quality of work life (QWL) in their work environment. This may involve efforts to create a healthy work environment, address work-life balance issues, and provide career development opportunities for employees. Similar research has also been conducted by [1] with the aim of examining the relationship between quality of work life (QWL) and employee performance within an organization. The research results indicate that there is an influence between quality of work life (QWL) and employee performance. In other words, this study confirms that employees who experience a good quality of work life tend to have better performance as well. These findings provide additional support for the importance of paying attention to and enhancing quality of work life (QWL) in efforts to improve productivity and employee performance in the workplace.

According of [11] also conducted research with the aim of examining the impact of leadership on employee performance. The research results showed that there is an influence of leadership on employees. This study underscores that the role of a good leader can positively contribute to the performance of team members or employees within an organization. These findings emphasize the importance of effective leadership in achieving better results. The research conducted by [3] focused on the impact of compensation on employee performance. The research method employed was quantitative, using primary data obtained through the distribution of questionnaires to company employees. This study was based on social exchange theory, which connects the provision of compensation with employee motivation and their performance. The research findings concluded that there is a positive influence on employee performance. In other words, when employees receive adequate compensation, they tend to have better performance in carrying out their duties and responsibilities. These findings are consistent with social exchange theory, which suggests that when a company provides appropriate rewards to employees, employees feel more motivated and strive to make the best contributions to the company.

The research of [14] also conducted research focused on examining the influence of transformational leadership on employee performance. Transformational leadership is an approach to leadership that emphasizes the development of the company's vision. This research aimed to understand the extent to which leadership style can impact employee performance in various aspects. The research findings concluded the extent to which transformational leadership affects various dimensions of employee performance, such as productivity, motivation and so on. Based on [5] also conducted research with the objective of examining the impact of compensation and quality of work life on employee performance. This research utilized a quantitative approach and relied on primary data. Data collection techniques in the research involved methods such as interviews, observations, and the distribution of questionnaires as research instruments. The research findings indicated that both direct and indirect compensation, as well as quality of work life, have a significant influence on employee performance.

According of [17] conducted a study aimed at describing the influence of quality of work life and compensation on employee performance at PT. Supermarkets Forward Together in

Medan. The sampling method used was proportional random sampling, with a total of 120 cashier employees as respondents. The analysis results indicated that there is a partial and simultaneous influence of quality of work life and compensation on employee performance at PT. Supermarkets Forward Together in Medan. This means that the company's efforts to enhance the planning of quality of work life and compensation can positively contribute to employee performance.

2.3 Hypothesis Development

There have been various research studies conducted to explore the various influences on employee performance. According to [10], compensation is the reward given by the company to employees as a form of acknowledgment for their contributions to the company, whether in the form of monetary rewards, allowances, or facilities. Their research asserts the influence of compensation on employee performance. The study conducted by [21] also yielded results showing that compensation has a positive impact on employee performance. This statement that compensation has a positive impact on employee performance is further supported by the findings of the research conducted by [2]. Based on the various studies explained, we can propose research hypothesis H1, which is :

H1: Compensation has a positive impact on employee performance.

In general, every leader hopes that all of their employees have the capability to perform their assigned tasks effectively, thus achieving the set goals. A leader should be able to understand all of their employees' needs and interact with them. If a leader exhibits effective leadership in managing the company, such as demonstrating wisdom in decision-making, providing support to employees, and considering the well-being of their workforce, employees will be motivated and inclined to improve their performance. Consequently, the company's established vision and mission can be achieved. Base on [6] conducted research on leadership's impact on employee performance. The findings from the research indicate that leadership does influence employee performance. Similar statements are also supported by the results of previous research conducted by [18]. Based on the various studies explained, the following research hypothesis H2 can be proposed:

H2: Leadership has a positive impact on employee performance

Quality of Work Life focuses on the well-being of employees in the workplace, such as their need for knowledge, a sense of ownership, and the need for survival. Considering that employees play a crucial role in a company, ensuring the well-being of employees is of utmost importance to enable them to perform their jobs effectively and efficiently. In research conducted by [4], the results showed that quality of work life has a positive impact on employee performance. This finding is supported by the research conducted by [5] Based on the various studies explained, the following research hypothesis H3 can be proposed:

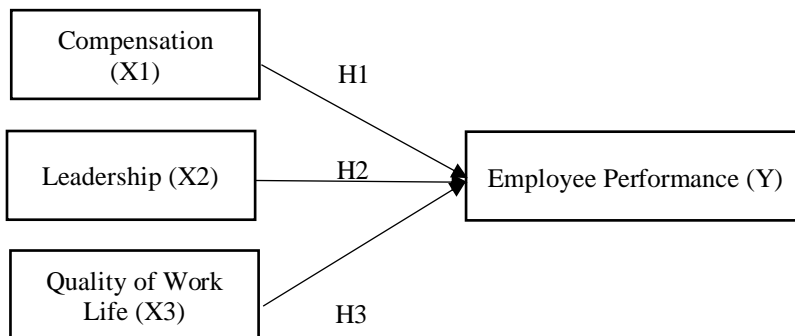H3: *Quality of Work Life* has a positive impact on employee performance

Fig. 1 Research framework

3 Research Method

The research method employed is quantitative. The type of data in this study consists of primary data in numerical form. The data source was obtained through research instruments in the form of questionnaires distributed to the research respondents. In this study, the researcher used Google Forms to distribute the questionnaires via a link. The research subjects are all employees working in two companies, namely CV. Dpromotion and PT. Makaio Line Services, which are Family-owned Companies in Batam. This research also utilizes a Likert Scale measurement with categories ranging from 1 to 4. This research employs a type of Nonprobability sampling known as saturation sampling, also referred to as a census. The choice of this technique is based on the relatively small population size, which consists of only 102 employees. Therefore, it is appropriate to include the entire population as the research sample. The questionnaire responses will be tabulated using Microsoft Excel and subsequently analyzed using the statistical software SPSS. In this study, validity testing and reliability testing are chosen as techniques for testing the research instrument. Additionally, data analysis will encompass descriptive analysis, classical assumption testing, multiple linear regression analysis, and hypothesis testing based on the coefficient of determination (R^2) and T-test.

4 Results and Discussion

4.1 Data Quality Test

Descriptive Analysis

Table 1. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
CP	102	4	16	13,05	2,451
LD	102	6	16	12,42	2,2
QWL	102	10	36	28,8	6,323
EP	102	4	16	12,7	2,277

The results from Table 1, show that four variables were analyzed using descriptive statistics. The first variable is compensation (CP) with an average of 13.05 and a data

dispersion level of 2.451. The second variable is leadership (LD) with an average of 12.42 and a data dispersion level of 2.200. The third variable is quality of work life (QWL) with an average of 28.80 and a data dispersion level of 6.323. The last variable is employee performance (EP) with an average of 12.70 and a data dispersion level of 2.277.

Validity Test

Testing was conducted to determine whether the questions posed to the respondents were valid or not. In this research, the testing was carried out by comparing the calculated r-value with the tabled r-value determined based on the sample size. The testing was conducted with 30 respondents outside of the research sample, with a significance level of 5% (df = 30-2), which is 0.361. The test results are as follows:

Table 2. Validity Test

Variable	Item	r value	r table	Conclusion
Compensation (X1)	CP 1	0,778	0,361	Valid
	CP 2	0,855	0,361	Valid
	CP 3	0,796	0,361	Valid
	CP 4	0,824	0,361	Valid
Leadership (X2)	LD 1	0,693	0,361	Valid
	LD 2	0,916	0,361	Valid
	LD 3	0,878	0,361	Valid
	LD 4	0,677	0,361	Valid
Quality Of Work Life (X3)	QWL 1	0,625	0,361	Valid
	QWL 2	0,542	0,361	Valid
	QWL 3	0,813	0,361	Valid
	QWL 4	0,758	0,361	Valid
	QWL 5	0,856	0,361	Valid
	QWL 6	0,796	0,361	Valid
	QWL 7	0,829	0,361	Valid
	QWL 8	0,849	0,361	Valid
	QWL 9	0,875	0,361	Valid
Employee Performance (Y)	EP 1	0,778	0,361	Valid
	EP 2	0,855	0,361	Valid
	EP 3	0,812	0,361	Valid
	EP 4	0,824	0,361	Valid

The results of the validity test for all items/indicators of statements in the tested variable using SPSS Version 20 indicate that all items/indicators of statements are valid. This is evident as the calculated r-values for all items/indicators of statements are greater than the tabled r-value of 0.361. Therefore, it can be concluded that all items/indicators of statements are suitable to be used as measuring tools.

Reliability Test

The research instrument can be considered reliable if the Cronbach's Alpha value is greater than 0.6. Here are the results of the reliability test in this study using SPSS:

Table 3. Cronbach's Alpha

No	Variable	Test Result	Explanation
1	Compensation **(CP)**	0,828	Reliable
2	Leadership **(LD)**	0,780	Reliable
3	Quality of work life **(QWL)**	0,911	Reliable
4	Employee Performance **(EP)**	0,648	Reliable

The results of the reliability test indicate that all items/indicators of statements in the variables of compensation, leadership, quality of work life, and employee performance have Cronbach's Alpha values > 0.60, indicating that all items/indicators of statements are reliable.

4.2 Classical Assumption Tests.

Normality Test

The normality test is a test conducted to determine whether research data follows a normal distribution or not. The Kolmogorov-Smirnov Test and Normal P-P Plot graph are used for normality testing in this research. In the normality test, data is considered to follow a normal distribution if the significance value is > 0.05.

Table 4. Normality Test Result One-Sample Kolmogorov-Smirnov Test

	Test Result
Asymp. Sig. (2-tailed)	0,993

The results showed that the significance value of the independent variable in the Kolmogorov-Smirnov test is 0.993, which is > 0.05. Therefore, it can be concluded that the data follows a normal distribution. Furthermore, the Normal P-P Plot graph indicates that the data points are scattered around the diagonal at an equal distance, indicating a normal distribution. Overall, it can be concluded that the data meets the assumption of normality.

Multicollinearity Test

Table 5. Multicollinearity Test

Variable	Tolerance	VIF	Std
Compensation **(CP)**	0,936	1,068	>0,10; <10
Leadership **(LD)**	0,892	1,122	>0,10; <10
Quality of work life **(QWL)**	0,879	1,138	>0,10; <10

From Table 9, it can be observed that all three independent variables have tolerance values > 0.10 and VIF < 10.00. Therefore, it can be concluded that there is no multicollinearity issue present in any of the variables.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test**:** Glejser Test

Variable	Sig	Std
Compensation **(CP)**	0,781	> 0,05
Leadership **(LD)**	0,358	> 0,05
Quality of work life **(QWL)**	0,257	> 0,05

From Table 6, the results of the heteroscedasticity test using the Glejser test show that the significance values for each independent variable are > 0.05. This indicates that the data does not exhibit heteroskedasticity.

4.3 Multiple Linear Regression Test

The objective of multiple linear regression analysis is to quantify how various independent variables are associated with a single dependent variable. The outcomes of the multiple linear regression examination are provided below:

Table 7. Multiple Linear Regression Analysis Result

Variable	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
Compensation **(CP)**	0,614	0,07	0,661
Leadership **(LD)**	0,174	0,08	0,168
Quality of work life **(QWL)**	-0,095	0,028	-0,265

From the test results, the regression equation in this study is as follows:

$$Y = (5{,}264) + 0{,}614X1 + 0{,}174X2 - 0{,}095X3 + e$$

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

a. The constant is 5.264. This means that if compensation (X1), leadership (X2), and quality of work life (X3) are all equal to 0, the performance of employees will remain at 5.264.

b. The regression coefficient for compensation (X1) is 0.614, with a positive sign. In this context, an increase of 1 unit in employee performance will result in an increase of 0.614 when the compensation variable remains constant.

c. The regression coefficient for leadership (X2) is 0.174, with a positive sign. This means that if the independent variable's value remains unchanged, each unit increase in the leadership variable will lead to a performance increase of 0.174.

d.   The regression coefficient for quality of work life (X3) is -0.095 and has a negative sign. This means that if the independent variable's value remains constant, each unit increase will result in a decrease in employee performance by 0.095.

4.4 Coefficient of determination test (R^2)

The test is conducted to estimate the contribution of variable X to the variation in variable Y, as well as to measure the impact of other variables not included in the study.

Table 8. Coefficient of determination test (R^2) Result

R	R Square	Adjusted R Square	Std. Error of the Estimate
,688[a]	,473	,457	1,678

According to the information provided in Table 8, the calculated R-Square value is 0.473, which corresponds to 47.3%. This indicates that the dependent variable can be accounted for or associated with the independent variables, including compensation, leadership, and quality of work life, while the remaining 52.7% is explained by other variables not included in this study.

4.5 Hypothesis Test

T Test

The t-test is performed to assess the impact of each independent variable on the dependent variable in regression analysis. If the probability value is < 0.05, it indicates that the independent variable significantly influences the dependent variable. This implies that the hypothesis is supported, and conversely. The following table displays the outcomes of the t-test for the researcher:

Table 9. T Test Result

Variable	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
Compensation (CP)	,614	,070	,661	8,726	,000
Leadership (LD)	,174	,080	,168	2,167	,033
Quality of work life (QWL)	-,095	,028	-,265	-3,388	,001

The influence of compensation on employee performance

The results of the data analysis show that compensation has a positive and significant influence on employee performance. Therefore, H1 is supported. This is evidenced by the t-value of 8.726, which is greater than the t-table value of 1.984, and the significance value is less than 5%, which is 0.000. The first hypothesis is proven to be supported and is consistent with the research conducted by [21]. These findings are also in line with the social exchange theory, which suggests that adequate compensation in the form of money, allowances, or facilities can motivate employees to complete their tasks in line with the company's goals

because compensation is one of the key factors driving employees to work and improve their performance.

The influence of Leadership on employee performance

The research results indicate that leadership has a positive and significant influence on employee performance. Therefore, H2 is supported. This is demonstrated by a t-value of 2.167, which is greater than the t-table value of 1.984, and a significance value less than 5%, which is 0.030. This means that leadership is capable of improving the performance of employees. These findings are also consistent with research conducted by [8], which also found similar results, where leadership has a positive impact on employee performance. This is also in line with social exchange theory, which explains that when employees are satisfied with the leadership style in a company and receive good treatment from a leader, they will respond by enhancing their performance.

The influence Quality of Work Life on employee performance

Based on the test results of the third hypothesis, it shows that the quality of work life (X3) has a negative effect on employee performance (Y). Therefore, the third hypothesis H3 is not supported. This is demonstrated by a t-value of -3.388, which is less than the t-table value of 1.984, and a significance value less than 5%, which is 0.001, indicating that the quality of work life has not been able to improve employee performance. The results of the respondent's description show that on average, the respondents are employees with a bachelor's degree and an income above 7 million. This indicates that the respondents are already satisfied with the wages they receive and feel comfortable working at the company, so no matter how good the quality of work life is, it does not affect employee performance. These findings also support previous research conducted by [1].

5 Conclusion

This research was conducted on 102 employees working in Family Companies in Batam, particularly at CV. Dpromotion and PT. Makaio Lines Service. The research results indicate that compensation has a positive and significant impact on employee performance. Leadership has a positive and significant impact on employee performance. Quality of work life has a negative and significant impact on employee performance.

This study still has limitations, including its focus on employees in two Family Companies in Batam, namely CV. D Promotion Batam and PT. Makaio Lines Service. Researchers suggest that future research should expand the sample to include more variations and consider the use of other variables that may affect employee performance, such as work motivation, work-life balance, job satisfaction, workload, and other variables. Additionally, it is recommended to improve data quality by adding other research instruments such as interviews or observations so that future research can provide more detailed information to achieve the desired results.

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