THE EFFECT OF LEADERSHIP, COMPENSATION, MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE OF CV BINTANG JAYA GRAFIKA BOYOLALI

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Abstract : *This research aims to determine the extent to which the variables of leadership, compensation, motivation, and work environment influence the performance of the employees at CV Bintang Jaya Graphics Boyolali, both collectively (simultaneously) and individually (partially). A quantitative research approach was used with a total population of 66 employees. The sampling technique applied was total or saturated sampling method. Data were collected through questionnaires. Data analysis involved multiple linear regression, F-test, t-test, and the coefficient of determination (R²). The research shows that compensation and motivation have a significant influence on employee performance. Meanwhile, leadership and work environment do not have a significant influence.*

Keywords *: Management performance, leadership, compensation, motivation, and work environment*

1. Introduction

Organizations and companies continue to grow, resulting in increasingly fierce competition. Companies that consistently maintain employee performance have a greater chance of winning this competition. Employee performance is crucial for maintaining company productivity. A growing company can be seen from its productivity levels. Employee performance evaluation also plays a crucial role in the company's development process. According to Robbins (2006), employee performance is their attitude toward their assigned work. Furthermore, performance can also be defined as a person's success in carrying out their work (Tangkleallo, 2022).

According to Siswanto Sastrohadiwiryo (M. Marpaung, 2014), many factors can influence employee performance. These factors include leadership, compensation, motivation, and the work environment.

Marpaung & Darmawan (2022) stated that leadership has a positive and significant effect on employee performance. The role of leadership is essential in a company to influence employees to work optimally (Yukl & Garry, 2010). Meanwhile, Wafiyuddin Adyansyah et al. (2023) found that leadership style does not have a positive and significant effect on performance.

Compensation is an effort to stimulate employees to work, thus influencing their performance. Compensation can be realized in the form of income in the form of money or goods received by employees in return for their performance within the company. People typically work to earn money to meet their living needs.(Kartika et al., 2022). Rewards in the form of compensation are an important factor that everyone in the organization pays attention to

in order to fulfill satisfaction and improve employee performance (Ananda, Basalamah, Alam & Arifin (2022).

Motivation is one of the factors that can influence employee performance. Motivation acts as a driving force to perform better. Motivation can encourage employees to consistently deliver their best efforts and can aid in their personal development.(Yasa et al., 2023)Motivation is an internal driving force that demonstrates an individual's interest in work, satisfaction, and responsibility for the work they do. Individual behavior is often driven by the desire to achieve specific goals. Motivation is important to consider because it can enhance employee enthusiasm when carrying out assigned tasks. Without proper motivation, employees cannot perform their duties effectively, resulting in unsatisfactory work results.(Dewi et al., 2023).

The work environment is everything around employees that can influence them in carrying out their assigned tasks. The work environment can create binding working relationships between the people within it. The work environment within an organization is crucial for the individuals who work within it, as it influences their job satisfaction.(Eti et al., 2022).

The work environment is everything that surrounds an employee in the workplace, both physical and non-physical, directly or indirectly, that may affect them and their work while working. Employees in an organization will feel satisfied if they work in a comfortable environment that supports their performance. A beautiful environment can encourage employee commitment to the company and make them feel at home, which is very good for the business's ability to properly manage its human resource costs.(Nafisah et al., 2023).

The work environment is a crucial factor in determining employee loyalty within a company. A healthy work environment increases employee productivity and loyalty.(Insani & Frianto, 2023)The work environment is the entirety of the work facilities and infrastructure surrounding employees who are performing their work, which can influence the performance of the work. The work environment is something that exists in the workers' surroundings that can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, cleanliness, noise, cleanliness of the workplace, and the adequacy of work equipment. The work environment is one or all of the components related to an institution, organization, or company. Supporting a good work environment will enable employees to carry out their work and responsibilities well.(Kurniati & Riyanto, 2022)A good work environment includes several aspects that must be considered, for example a comfortable work space, safe environmental conditions, a constant room temperature, adequate lighting, the color of the room's paint, and good relationships with coworkers.(Zunaidi et al., 2023).

Research Purposes

1. To test and analyze the influence of leadership on employee performance at CV Bintang Jaya Grafika Boyolali.
2. To test and analyze the effect of compensation on employee performance at CV Bintang Jaya Grafika Boyolali.
3. To test and analyze the influence of motivation on employee performance at CV Bintang Jaya Grafika Boyolali
4. To test and analyze the influence of the work environment on the performance of CV Bintang Jaya Grafika Boyolali

2. Literature Review

Employee performance

According to Sedarmayanti (2020: 182), performance refers to the meaning of behavior, which is a set of behaviors relevant to the goals of the organization or organizational unit where people work. Employee performance in an organization is based on the responsibilities and tasks assigned to each employee to achieve organizational goals legally and without violating existing regulations.

Leadership

According to Simarmata et al. (2021), leadership is defined as a process of influencing thoughts, feelings, and behavior, and directing all resources to achieve common goals that have been jointly established. According to Suparman (2019), leadership is the ability of a person to influence others to cooperate and take steps and actions to achieve common goals, as well as to influence various situations and character conditions to achieve the desired goals. Working harder by influencing and supervising, collaborating, and leading by example to achieve goals.

Compensation

Compensation is anything a company provides to workers in exchange for services rendered (Kresmawan et al., 2021). Compensation is a form of payment given by an organization to a worker after they have successfully contributed their efforts to the organization, ensuring its success and prosperity (Indrastuti, 2020). According to Akbar et al. (2021), all financial benefits resulting from their respective work connections are considered benefits and compensation.

Motivation

Motivation according to Wardan (2020: 109) motivation is the effort or activity of managers to be able to generate or increase the enthusiasm and work passion of workers or employees. Mohtar (2019: 20) Motivation is the work drive that arises in a person to behave in achieving predetermined goals. Winardi (2016: 02) motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

Work environment

According to Sutrisno (2019: 132), the work environment is defined as the totality of work facilities and infrastructure surrounding employees who are performing their work, which can influence their performance. The work environment is a crucial factor in enhancing employee performance. A clean environment will influence employees in completing their work and improve organizational performance (Nurjaya, 2021).

PREVIOUS RESEARCH

Sinambela & Lestari (2022) conducted a study on 92 employees of a handicraft company in Malang. The results showed that...Leadership has a significant influence on employee performance.FurthermoreTangkeallo (2022) studied 30 employees of PT Malea Energy in Tana Toraja Regency. The results showed that leadership had a positive and significant effect on employee performance. Maduningtias, Narimawati, Affandi, Priadana, & Erlangga (2022) conducted a study on 64 employees of PT. Indomarco Pristama Kebayoran Lama. The results showed that leadership had a significant effect on employee performance.

Su'adah, Pituringsih, & Ginting (2022) conducted research on 64 employees of the Tridarma Kosgoro Foundation in Dompu Regency. The results showed that compensation significantly influenced employee performance.ThenAnanda, Basalamah, Alam, and Arifin (2022) studied 230 employees of Islamic rural banks (BPR Syariah) in South Sulawesi. The results showed that compensation had a positive and significant effect on performance. Marlius and Pebrina (2022) conducted a study of 50 employees at PT Kencana Sawit Indonesia. The results showed thatcompensation does not affect performance.Ekhsan & Septian (2021) conducted research on 61 employees of PT Cobinindo Putra. The results showed a positive and significant effect between compensation and employee performance..

Nata & Perkasa (2023) conducted a study of 40 employees at the Jakarta Passenger Transportation Company (PPD) in East Jakarta. The results showed that motivation influences employee performance.FurthermoreMulyeni & Herlina (2023) conducted a study on 67 Puncak Pass Resort employees. The results showed that motivation did not significantly influence employee performance. Saputra (2023) also conducted a study on 50 employees of the Ar Risalah Foundation in Padang City. The results showed that motivationhas a positive and significant impact on employee performance.Awoitau, Noch & Khotimah (2024) studied 60 employees at the Jayapura City DPRD office. The results showed that motivation had a significant effect on employee performance.

Wahyuni, Gani, & Syahnur (2023) conducted research on 60 employeesPT. Pelabuhan Indonesia (Persero) Regional. Research results show that the work environment is one of the determining factors in employee performance fluctuations.Marpaung & Darmawan (2022) studied 67 employees of PT Mitratani Dua Tujuh Jember. The results showed that the work environment significantly influenced employee performance. A similar study was conducted by Anggraeny, Subiyanto, & Septyarini (2023) on 30 employees of the Bantul Regency Cultural Office. The results showed that the work environment had a positive and significant effect on employee performance.

RESEARCH MODEL
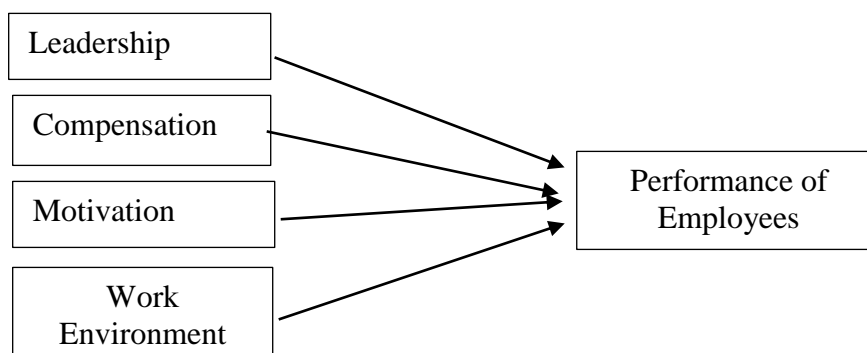
H1: Leadership influences the performance of employees at CV Bintang Jaya Grafika Boyolali

H2: Compensation has an effect on employee performance at CV Bintang Jaya Grafika Boyolali

H3: Motivation influences the performance of employees at CV Bintang Jaya Grafika Boyolali

H4: The work environment influences the performance of employees at CV Bintang Jaya Grafika Boyolali.

3. Research Methods

Research Approach

Quantitative research methods, which are based on the philosophy of positivism, are applied to specific populations or selected samples, using statistical instruments or quantitative measuring tools to collect data (Sugiyono, 2020).

Population, Size, Sampling, and Sampling Techniques

The population of this study used a saturated sampling approach, namely all 66 employees were involved as respondents.

Data Types and Sources

The data used in this study is quantitative and subjected to statistical analysis. The data sources consist of primary and secondary data. Primary data was obtained by directly distributing questionnaires to the research subjects. Secondary data was obtained from relevant literature such as reference books, scientific journals, and previous research.

Data collection technique

The data collection method in this study used observation and questionnaire methods. In the questionnaire method, the researcher presented statements to respondents, while respondents provided answers that were scored based on a Likert scale where the answers were in the form of choices: Strongly Agree (5), Agree (4), Disagree (3), Disagree (2), Strongly Disagree (1).

Operational Definition and Indicators of Research Variables

Table 1. Operational Definitions and Indicators of Research Variables

No	Variables	Definition	Indicator
1.	Performance	Performance is a process that refers to and is measured over a certain period of time based on previously made agreements.	1. Quality of Work 2. Quantity 3. Punctuality 4. Effectiveness
2.	Compensation	Compensation is the sum of all rewards an organization gives to employees in return for their services.	1. Wages and Salaries. 2. Incentive. 3. Allowance. 4. Facility. 5. Annual bonus
3	Motivation	Motivation is something that encourages someone to work to achieve a predetermined target.	1. Physical Needs 2. The need for a sense of security 3. Social needs 4. The need for appreciation 5. The need for encouragement to achieve goals
4	Leadership	Leadership is the way a leader influences the behavior of subordinates, so that they are willing to work productively to achieve organizational goals.	1. Modesty. 2. Honesty, Justice and Trustworthiness 3. Committed 4. Patience 5. Transparent
5.	Work environment	The work environment is something that is close to employees when they do their work, both physically and psychologically, and this can influence workers.	1. Lighting 2. Noise 3. Facility 4. Harmonious Relationship 5. Safety in Work

4. Research Results And Discussion

Validity and Reliability Test

From the results of the questionnaire answers that were distributed, the researcher took 20 (twenty) samples to carry out validity and reliability tests using the assistance of IBM SPSS 26 software. Validity testused to measure the validity of a questionnaire. A questionnaire is considered valid if the statements used in the instrument or questionnaire are able to reveal what is being measured (Ghozali, 2018:51). The results of the validity test are as follows:

Variables	Item	rhitung	rtable	Information
Performance	1.	0.918	0.444	Valid
	2.	0.888	0.444	Valid
	3.	0.851	0.444	Valid
	4.	0.882	0.444	Valid
Leadership	1.	0.738	0.444	Valid
	2.	0.800	0.444	Valid
	3.	0.878	0.444	Valid
	4.	0.738	0.444	Valid
Compensation	1.	0.840	0.444	Valid
	2.	0.889	0.444	Valid
	3.	0.723	0.444	Valid
	4.	0.917	0.444	Valid
	5.	0.764	0.444	Valid
Motivation	1.	0.738	0.444	Valid
	2.	0.800	0.444	Valid
	3.	0.878	0.444	Valid
	4.	0.738	0.444	Valid
Work environment	1.	0.767	0.444	Valid
	2.	0.786	0.444	Valid
	3.	0.933	0.444	Valid
	4.	0.849	0.444	Valid
	5.	0.622	0.444	Valid

Source: Primary Data, 2025 (processed)

The table above explains that the calculated r value > r table based on a significance test of 0.05, meaning that the items above are valid.

Reliability Test

Based on the results of the reliability test using the alpha formula, the following results were obtained:

| Variables	Cronbach's Alpha	Alpha	Information
Performance	0.908	0.60	Reliable
Leadership	0.846	0.60	Reliable
Compensation	0.883	0.60	Reliable
Motivation	0.796	0.60	Reliable
Work environment	0.853	0.60	Reliable

Source: Primary Data, 2025 (processed)

From the table data above, it is known that the Cronbach's Alpha value for all variables is greater than Alpha (0.60) so that the statement instrument can be used as a tool to measure variables (considered reliable).
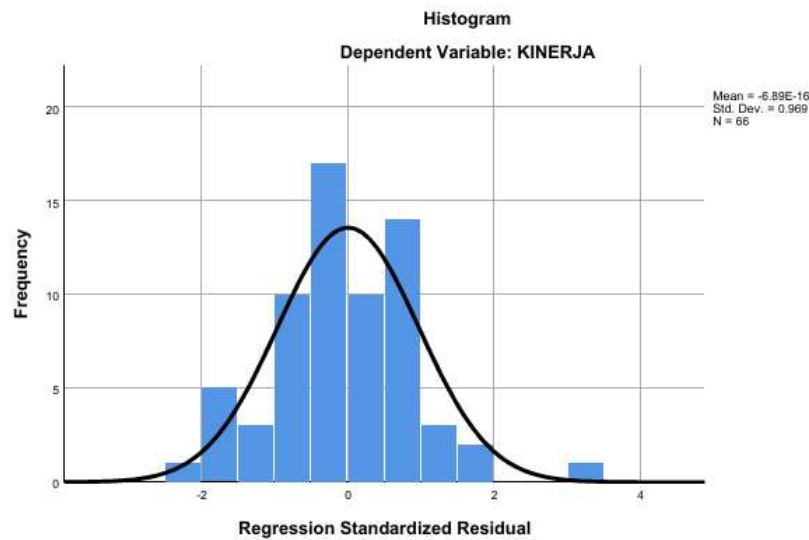
Classical Assumption Test
Normality Test
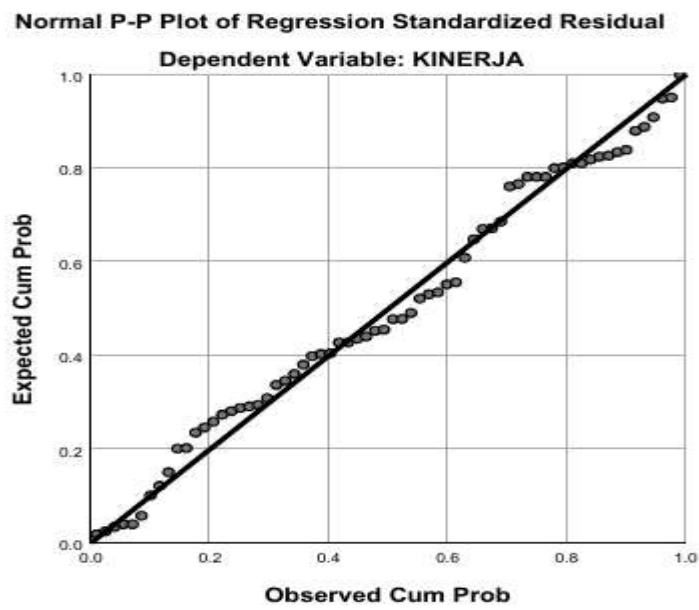
Source: Primary Data, 2025 (processed)

According to the P-Plot graph above, it shows that the resulting points are close to the diagonal line orIt can be seen that the data is spread around the normal line and follows the direction of the line. This indicates that the regression model is suitable for use because it meets the assumption of normality.

Normality Histogram Image

The histogram graph above also shows a concave bell-like shape, so it is concluded that the data is normally distributed.

Classical Assumption Test
Multicollinearity Test

Variables	Tolerance	VIF	Information
Leadership	0.805	1,242	Free from multicollinearity
Compensation	0.817	1,224	Free from multicollinearity
Motivation	0.718	1,392	Free from multicollinearity
Work environment	0.960	1,041	Free from multicollinearity

Source: Primary Data, 2025 (processed)

From the test results above, it was found that all independent variables had a tolerance value > 0.1 and a VIF value < 10, so that there were no symptoms of multicollinearity between the variables.

Heteroscedasticity Test
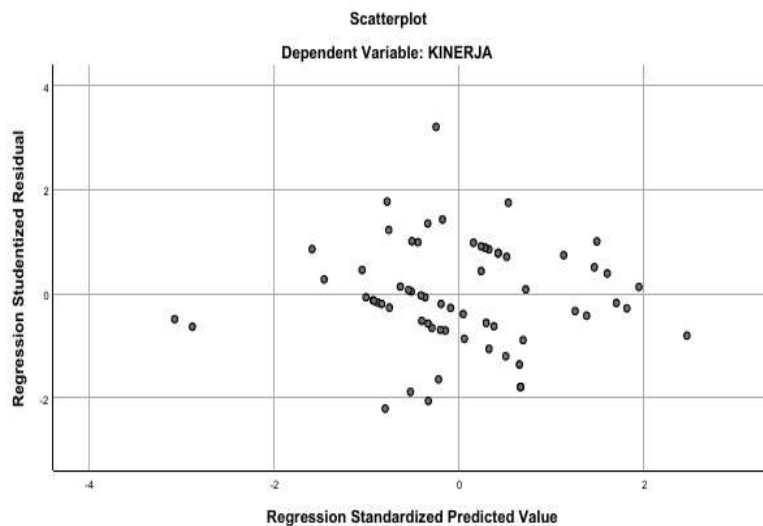
Scatterplot Image

The test results show that the Scatterplot model does not show a clear pattern (points spread above and below zero on the Y-axis), nor does it form a wavy pattern that widens, then narrows, and widens again. Therefore, it can be concluded that the regression model does not exhibit symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

No	Variables	Unstandardized B
1	(Constant)	7,434
2	Leadership	0.462
3	Compensation	0.425
4	Motivation	-0.157
5	Work environment	0.131

Based on the table above, it can be seen that the regression equation formed is:

$Y = 7.434 + 0.462\ X1 + 0.425\ X2 - 0.157$

From this equation it can be explained that:

a. Constant (a)=7,434

    This means that if the constant value (a) =7,434while the leadership variables, compensation, motivation, and work environmentis considered constant or equal to zero, then the employee performance variable is7,434and show positive results.

b. CoefficientLeadership(b1) = 0.462

    This means that if the coefficient value of the variableleadershipexperienced an increase, while the variablecompensation, motivation, and work environmentAssuming the value of the regression model is constant, the employee performance value will increase by 0.462 and show positive results.

c. Compensation Coefficient (b2) = 0.425

    This means that if the coefficient value of the variablecompensationexperienced an increase, while the leadership variable, motivation, and work environmentassuming the value of the regression model is constant, then the employee performance value will increase by0.425and show positive results.

d. CoefficientMotivation(b3) = -0.157

This means that if the coefficient value of the variablemotivationexperienced an increase, while the variableleadership, compensation, and work environment dAssuming the value of the regression model is constant, the employee performance value will decrease by 0.157 and showed negative results

e. CoefficientWork environment(b4) = 0.131

This means that if the coefficient value of the variablework environmentexperienced an increase, while the variableleadership, compensation, and motivationassuming the value of the regression model is constant, then the employee performance value will decrease by0.131and show positive results.

Coefficient of Determination Test (R-Square)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.604	0.365	0.323	2,125

Based on the calculation results, the adjusted R square value was 0.323. This means that the variables of leadership, compensation, motivation, and work environment contributed 32.3% to employee performance, while the remaining 67.7% was explained by other variables not proposed in this study, such as work discipline, job training, work competence, and others.

Hypothesis Testing

F test

Model	F count	Ftable	Sig.	Standard	Information
Regression	8,762	2,520	0,000	0.05	Eligible Model

The test results obtained Fcount > Ftable (8.762 > 2.520) and the significance level was 0.000 < 0.05, so Ha was accepted and Ho was rejected.then Ho is rejected. This means there is an influence betweenleadership, compensation, motivation, and work environmentsimultaneously and significantly toEmployee performance of CV Bintang Jaya Grafika Boyolali.

t-test

Hypothesis	thitung	table	Sig.	Standard	Information
H1	1,095	>2,000	0.278	0.05	Ho Received
H2	3,066	>2,000	0.003	0.05	Ho Rejected
H3	2,427	>2,000	0.018	0.05	Ho Rejected
H4	0.065	>2,000	0.538	0.05	Ho Accepted

Explanation of the results of the t-test above, namely:
a. The Influence of Leadership (H1) on Employee Performance

t value$_{count}$< t$_{table}$(1,095 < 2,000) and the significance value is 0.278 > 0.05, then Ho is accepted and H$_a$rejected. It can be concluded that there is no influence of leadershipon the performance of employees of CV Bintang Jaya Grafika Boyolali.

b. The Influence of Compensation (H2) on Employee Performance

t value$_{count}$> t$_{table}$(3,066 > 2,000) and a significance value of 0.003 < 0.05, then Ho is rejected and H$_a$accepted. It can be concluded that there is a positive and significant influencecompensation for employee performance at CV Bintang Jaya Grafika Boyolali.

c. The Influence of Motivation (H3) on Employee Performance

t value$_{count}$> t$_{table}$(2,427 < 2,000) and the significance value is 0.018 < 0.05, then Ho is rejected and H$_a$accepted. It can be concluded that there is a positive and significant influence of motivationon the performance of employees of CV Bintang Jaya Grafika Boyolali.

d. The influence of the work environment (H4) on management performance.

t value$_{count}$< t$_{table}$(0.065 < 2.000) and the significance value is 0.538 > 0.05, then Ho is accepted and H$_a$rejected. It can be concluded that there is no influence of the work environmenton the performance of CV Bintang Jaya Grafika Boyolali employees.

Discussion

1. The Influence of Leadership on Employee Performance
   Based on the results of the t-test, it shows that t count < t table (1.095 < 2.000) and a significance of 0.278 > 0.05. This means that leadership has no effect on employee performance. This is because employees work according to the company's standard operating procedures (SOPs) without being directly supervised by a leader.
2. The Influence of Compensation on Employee Performance
   Based on the results of the t-test, thitung > ttabel (3.066 > 2.000) and a significance level of 0.003 < 0.05. This means that compensation has a positive and significant effect on employee performance. Compensation in the form of wages and bonuses significantly impacts employee performance. Material compensation can motivate employees to work optimally. Increasing compensation will also improve employee performance.
3. The Influence of Motivation on Employee Performance
   Based on the results of the t-test, it shows that t count > t table (2.427 > 2.000) and a significance of 0.018 < 0.05. This means that motivation has a positive and significant effect on employee performance at CV Bintang Jaya Grafika Boyolali. Employee motivation to receive bonuses or incentives positively impacts employee performance.
4. The influence of the work environment on employee performance
   The results of the t-test obtained tcount < ttable (0.065 < 2.000) and a significance of 0.538 > 0.05. This means the work environment has no effect on employee performance. CV Bintang Jaya Grafika's work environment is well-configured so that employees feel

comfortable from the start. This indicates something that is commonplace and therefore does not impact employee performance.

5. Conclusion

Based on the results of the hypothesis testing and discussion that has been carried out, it can be concluded that:

1. Leadership does not have a significant effect on the performance of employees at CV Bintang Jaya Grafika Boyolali;
2. Compensation has a positive and significant effect on the performance of employees at CV Bintang Jaya Grafika Boyolali;
3. Motivation has a significant influence on the performance of employees of CV Bintang Jaya Grafika Boyolali;
4. The work environment does not have a significant effect on the performance of CV Bintang Jaya Grafika Boyolali employees.

Based on the research and discussion carried out, the results obtained were an Adjusted R Square (R^2) value of 0.323 or 32.3%. This means the variable Leadership, compensation, motivation, and work environment contribute 32.3% to employee performance, while the remaining 67.7% is explained by other variables not included in this study.

Suggestion

Based on the conclusions above, the author provides suggestions, including the following:
Theoretically.

Further research can be conducted to determine the relationship between independent variables, namely leadership., compensation, motivation, and work environment whether they influence each other partially or simultaneously on the performance of employees of CV Bintang Jaya Grafika Boyolali.

Apart from that, research can also be conducted using other independent variables such as work discipline, organizational culture, work competence and so on. This is based on the results of this study which state that there is still an influence of 67.7% of other variables that affect the performance of CV Bintang Jaya Grafika Boyoali employees.

Practically.

a. The implementation of leadership values is expected to be comprehensive across all levels of leadership at CV Bintang Jaya Grafika Boyolali. Employee compensation is continuously improved, becoming more extensive and varied. Employee motivation to work is continuously strengthened, not only through material but also through mental and spiritual approaches. The quality of the work environment is expected to be maintained and improved through regular monitoring.
b. For other researchers, corporate institutional research should consider the company's age. Companies that have been in existence for more than 15 years are interesting to study. Long-standing companies possess more extensive and diverse experience in maintaining consistency in achieving corporate goals.

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