



ANALYSIS OF THE INFLUENCE OF TRANSACTIONAL LEADERSHIP STYLE, COMPENSATION AND WORK MOTIVATION ON WORK PERFORMANCE OF OPERATOR EMPLOYEES OF PT PELABUHAN INDONESIA I (PERSERO) BELAWAN INTERNATIONAL CONTAINER TERMINAL (BICT) BRANCH

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Abstract

Operator Work Performance calculated in the Electronic Performance Management (EPM) Application has decreased from 2013 to 2015. From the results of the pre-survey of the General Manager Leadership Style of PT. Pelindo I BICT Branch, the majority of employees, 78%, showed a transactional leadership style. The discrepancy between attendance according to the Operator and attendance according to the EPM affects the amount of Operator Compensation. This condition is related to Motivation, namely the Motivation of Operators who arrive late and go home earlier than their working hours. The purpose of this study was to determine and analyze the effect of Transactional Leadership Style, Compensation and Motivation on Work Performance. This type of research is quantitative descriptive and the nature of this research is explanatory research. The population in this study was 77 employees and the sample of this study was the entire population to be observed (census research). Data analysis used multiple linear regression. The results of the study showed that partially Transactional Leadership Style had a positive and insignificant effect on Work Performance. However, Compensation and Work Motivation partially had a positive and significant effect on Work Performance. Simultaneously, Transactional Leadership Style, Compensation, and Work Motivation have a significant influence on Work Performance.

Keywords: *Transactional Leadership Style, Compensation, Motivation, Job Performance*

1. INTRODUCTION

Human resources are resources that have reason, feelings, desires, abilities, skills, knowledge, drive, power, and work. Therefore, all things that include human resources must be an important concern for management, so that employees have high work performance so that organizational goals can be achieved effectively and efficiently. Work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him and the quality aspect refers to the perfection and neatness of the work that has been completed, while quantity refers to the workload or work target in completing the work. High work performance can be a competitive advantage of the organization itself (Mangkunegara, 2013). According to Flippo (2003) the factors that influence work performance are motivation, compensation, communication, personality, environment, leadership, and incentive factors. Pelindo I is an Indonesian state-owned enterprise engaged in port services, which covers the northern and eastern parts of Sumatra including the provinces of Aceh, North Sumatra, Riau and the Riau Islands.

Pelindo I Belawan International Container Terminal unit has a role in providing container loading and unloading services to service users who have an area of more than 200,000 m². Pelindo I BICT branch is located in the operations division, namely 77 operator officers, whose main task is to plan, coordinate, and report on the preparation of work programs for ship, yard and

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gate operations at the international container terminal and the operation of loading and unloading equipment.

Leadership is an activity to influence the behavior of others or the art of influencing the behavior of individuals or groups (Thoha, 2012). Leadership is the use of influence to motivate employees to achieve organizational goals. In an effort to implement effective leadership, in addition to having the ability and skills in leadership, a leader should determine the right leadership style according to the situation and conditions of the group members (Ivancevich, 2012).

According to Moekijat (2012), the term wages or compensation, in general usage, is often used to indicate payment for services, both payments to manual workers, and to office employees, whether based on the length of working hours, or on work results or other measures. There are many forms of wage payments, both in the form of money and non-money. Wage payments are usually in the form of a payment concept that means a broad meaning rather than the ideas of salary and wages which are normally financial but not a non-financial dimension. Therefore, the provision of compensation by the company needs to be considered carefully and carefully so that both parties benefit in the long term from employee work performance (Dalimunthe, 2002).

Motivation is the willingness to undertake high efforts to achieve organizational goals, influenced by the ability to meet individual needs. Work motivation affects a person's performance. Thoha (2012) calls motivation an innate drive that directs a person to act. The term motivation comes from the word "movere" which means "to move". Motivation is a psychological process that drives a person to carry out activities towards a goal. Every action is driven by a certain motive, such as a need or hope that is to be achieved. Work motivation is a combination of complex psychological forces that are unique to each individual.

Job performance, or performance, reflects how well a person completes his/her tasks with skill, experience, sincerity, and time. Job performance is measured based on the results obtained from a particular job or activity within a certain period of time. The quality and quantity of work achieved by a person determine the level of his/her job performance. People who have a high level of job performance are considered productive, while those who have a low level are considered unproductive. Job performance appraisal, or Performance Appraisal, provides feedback on the abilities, strengths, weaknesses, and potential of employees. Information about employee job performance is very important for companies in making decisions related to education programs, training, recruitment, promotion, and effective human resource management.

2. RESEARCH METHODS

This study uses quantitative research. This study was conducted at PT. Pelindo I unit belawan international container terminal (BICT) located at Jalan Raya Pelabuhan Gabion, Medan Belawan District, Medan City, North Sumatra. The study was conducted from June 2017 to August 2017. The population in this study were all operator employees of PT. Pelindo I unit belawan international container terminal (BICT) totaling 77 people.

3. RESULTS AND DISCUSSION

1) Multicollinearity Test Table

Model	Collinearity Tolerance	Statistics VIF
1 (Constant)		
Transactional Leadership Style	,609	1,643
Compensation	,630	1,588



Work motivation

,422

2,372

2) Multiple Linear Regression Coefficient Test Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,373	7,650		,702	,485
	Transactional Leadership Style	,093	,160	,051	,580	,564
	Compensation	,477	,225	,183	2,123	,037
	Work motivation	,898	,144	,657	6,228	,000

4.CONCLUSION

Based on the results of the explanation above, it can be concluded that:

1. Testing the first hypothesis, with partial test analysis, the results obtained were that transactional leadership style has a positive and insignificant effect on the work performance of PT. Pelindo I BICT unit operator employees.
2. Testing the second hypothesis, with partial test analysis, the results obtained show that compensation has a positive and significant effect on the work performance of PT. Pelindo I BICT unit operator employees.
3. Testing the third hypothesis, with partial test analysis, the results obtained show that work motivation has a positive and significant effect on the work performance of PT. Pelindo I BICT unit operator employees.
4. Testing the fourth hypothesis, with simultaneous analysis, the results obtained were that transactional leadership style, compensation, and work motivation simultaneously had a significant effect on the work performance of PT. Pelindo I BICT unit operator employees.

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