

The Effect of Compensation, Leadership Style and Work Motivation on Employee Performance at Tenaga Muda Pekanbaru

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Abstrak

Penelitian ini bertujuan untuk mengetahui dan menganalisis Pengaruh kompensasi, gaya kepemimpinan, dan motivasi kerja terhadap kinerja karyawan perusahaan mie tenaga muda Pekanbaru. Adapun Populasi pada penelitian ini sebanyak 55 dengan pengambilan sampel menggunakan metode Purposive Sampling maka sampel pada penelitian ini yaitu 52 orang responden. Jenis dan sumber data adalah data primer dan sekunder, sedangkan teknik pengumpulan data menggunakan observasi, kuesioner dan wawancara. Teknik analisis data yang digunakan dalam penelitian ini yaitu uji regresi linear berganda dengan bantuan software SPSS versi 26. Hasil dari penelitian ini menunjukkan bahwa kompensasi, gaya kepemimpinan, dan motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan perusahaan mie tenaga muda Pekanbaru.

Kata Kunci: Kompensasi, Gaya Kepemimpinan, Motivasi Kerja, Kinerja

Abstract

The objective of this research is to ascertain and examine the impact of compensation, leadership style, and work motivation on the performance of employees at the Tenaga Muda Pekanbaru company. The population under study was 55, and the sample was obtained through the purposive sampling method. Consequently, the final sample comprised 52 respondents. The types and sources of data are classified as primary and secondary, respectively. Collection techniques include observation, questionnaires, and interviews. The data analysis technique employed in this research is a multiple linear regression test, conducted with the assistance of SPSS version 26 software. The findings of this study demonstrate that remuneration, leadership style, and work motivation exert a positive and significant influence on the performance of employees at the Tenaga Muda Pekanbaru.

Keywords: Compensation, Leadership Style, Work Motivation, Performance



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INTRODUCTION

Human resources (HR) are a critical component of any organization or agency, and ensuring the presence of quality human resources is paramount for the effective functioning of these entities. The existence of a mutually beneficial relationship between organizations or institutions and their employees is imperative. Organizations and institutions require employees who are qualified, productive, and have high job satisfaction. Conversely, employees expect institutions to meet their livelihood needs. Consequently, a reciprocal relationship exists between organizations or institutions and their employees, leading to a harmonious dynamic between the two entities. A commendable organization is one that endeavors to enhance the competencies of its human resources, as this is a pivotal factor in optimizing employee performance. The enhancement of employee performance is a critical factor in achieving progress for the company, thereby ensuring its survival within an unstable business environment. Consequently, enhancing the performance of employees represents the most critical managerial challenge, as the success of achieving the company's objectives and its continued existence are contingent upon the caliber of the performance of its human resources.

Mie Tenaga Muda is an industrial factory located at 72 Jalan Melur, Sukajadi, Pekanbaru. The company produces a variety of wet noodles, which are distributed throughout the food sector in Pekanbaru. In addition to the production of noodles, the Tenaga Muda Factory periodically assists in the grinding of various raw materials analogous to noodles, including the production of cakes, dim sum wrappers, and other types of wet foods. The following data set presents a comprehensive overview of the performance metrics for noodle production at the Tenaga Muda Pekanbaru during the year 2023:

Table 1.

Month	Target (Kg)	Realization (Kg)	Percentage (%)
January	70.000	64.000	91%
February	80.000	67.000	83%
March	82.000	60.000	73%
April	95.000	87.000	91%
May	65.000	60.000	92%
June	85.000	80.500	94%
July	70.000	67.000	95%
August	90.000	87.150	96%
September	90.000	80.500	89%
October	85.000	80.500	94%
November	90.000	89.250	99%
December	100.000	91.000	91%

Source: Mie Tenaga Muda Pekanbaru, 2023

As demonstrated in Table 1, there is an evident fluctuation in production realization. The performance of employees at Mie Tenaga Muda Pekanbaru can be evaluated by examining monthly production results, with commendable performance exerting a positive influence on these results. The total daily production of noodles at Mie Tenaga Muda Pekanbaru Company has been determined to be 2,100 kilograms, based on the findings of interviews conducted by the researcher with members of the company's management team. During specific religious observances, such as Eid al-Fitr and Eid al-Adha, along with other significant holidays, there is a notable increase in production. The data presented herein suggests that the company has not yet attained its established objectives. Consequently, there is a necessity for the implementation of appropriate compensation, leadership style, and work motivation measures to encourage employees to demonstrate heightened enthusiasm and achieve optimal results in their work. The following data set contains information regarding the compensation provided by Mie Tenaga Muda Pekanbaru Company:

Table 2.

Trainee	Employee (Casheer and Production)	Driver	Sales	Bonus	Incentives /Week
Rp 2.500.000	Rp 5.000.000	Rp 3.000.000	Rp 2.500.000	Rp 25.000	Rp 200.000

Source: Mie Tenaga Muda Pekanbaru

As illustrated in Table 2, Mie Tenaga Muda Pekanbaru offers its employees a compensation package that includes weekly salaries, bonuses, and incentives. Performance is defined as the result of a process that is referenced and measured over a specified period of time based on predetermined conditions or agreements. The following issues pertain to the compensation at Mie Tenaga Muda Pekanbaru:

A Disparity in Salary between Roles

- a. The remuneration for both sales and trainee employees is set at Rp 2,500,000. However, a discrepancy emerges when considering the extent of responsibility and contribution. Specifically, sales positions often entail a more substantial workload and performance targets in comparison to those of trainees.
- b. The driver's salary of Rp 3,000,000 is higher than that of the salesperson, despite the fact that salespeople are usually given higher compensation because they contribute directly to a company's sales and revenue.

The Contrast With Experienced Employees is Too Pronounced

- a. Long-term employees, such as cashiers and production staff, receive Rp 5,000,000, twice what trainees and sales staff receive. However, if there are no clear performance indicators or significant differences in workloads between employees, this may be considered unfair by new hires.

Bonuses and Incentives is Inadequate

- a. A meal allowance of Rp 25,000 and a weekly incentive of Rp 200,000 are relatively small, particularly for physically demanding jobs such as production or field sales. These amounts do not motivate employees to work optimally.

The text does not elucidate whether bonuses and incentives are applicable to all employees or exclusively to certain positions, a potential factor that could lead to envy among employees. The researcher conducted interviews with several employees of the Mie Tenaga Muda Pekanbaru Company. The researcher identified issues such as inadequate and insufficient work support facilities, which can affect employees' work and impact their performance. The researcher also identified a lack of recognition from leaders toward employees. Despite the fact that employees frequently achieve commendable performance outcomes, they frequently fail to receive adequate recognition from their leaders. Moreover, the motivation of employees is a contributing factor to the decline in employee performance. A series of interviews with employees at Mie Tenaga Muda Pekanbaru Company revealed that the employees are unable to complete their assigned tasks due to excessive workloads and working hours that do not align with the terms of their employment agreements. In some cases, employees are required to work overtime to complete their assigned tasks. Consequently, employees experience elevated levels of stress in their professional environments, which has a detrimental impact on their overall performance. In light of the phenomena delineated above, the author is interested in conducting research on the following topic "The Effect of Compensation, Leadership Style, and Work Motivation on Employee Performance at Tenaga Muda Pekanbaru".

Literature Review Compensation

Compensation can be defined as remuneration given to employees as a form of appreciation for their contributions and work to the company. This appreciation can be in the form of direct or indirect financial rewards, and such appreciation can also be indirect in nature (Widyaningrum, 2019). Fauzi (2014) Compensation can be defined as financial and non-financial rewards and benefits received by employees as part of their employment relationship. Concurrently, according to Wahyuni & Maretasari (2022) Compensation is a form of expense that must be incurred by a company in the hope that the company will receive rewards in the form of work performance from its employees. According to Hasibuan

(2015) Compensation is defined as all forms of remuneration received by employees in exchange for their services rendered to the company, whether in the form of monetary compensation or indirect goods. Purnama & Kempa (2016) Compensation is any form of reward received by a person (employee) in return for their work. Furthermore, Pangaraian in Dwianto et al., (2019) It is stated that the term "compensation" is synonymous with "reward" or "remuneration." It can be defined as any form of compensation provided to employees in return for their services or contributions to the organization.

Leadership Style

Leadership style is defined as a method employed by a leader to influence the behavior of others. This approach can be employed by leaders to guide their subordinates or followers. The leadership style adopted by a leader is directly proportional to the degree of confidence they have in the capabilities of the individuals under their supervision. In essence, leadership style can be defined as the behavior and strategies that emerge from the integration of a leader's philosophy, skills, traits, and attitudes, which are often employed in an attempt to influence the performance of their subordinates (Rorimpandey, 2013). A leader is defined as an individual who exerts influence over others and who is entrusted with managerial authority. Leadership is defined as the act of leading a group and influencing its members to achieve a shared objective (S. P. Robbins & Mary, 2012). According to (Handoko, 2016) The assertion posits that leadership style constitutes a behavioral norm utilized by an individual in their endeavor to exert influence over others. Concurrently, leadership style according to (Suranta, 2014) It is imperative for leaders to select a leadership style that is optimally suited to the circumstances, one that is conducive to peak performance and effortless adaptation to the diverse needs of the organization.

Motivation

The term "motivation" is derived from the Latin word "movere," which signifies "drive" or "driving force." The concept of motivation pertains to the strategies employed to inspire employees to exert maximum effort and achieve optimal performance, thereby contributing to the realization of the company's objectives. As Samsudin (2015) asserts, motivation can be defined as the process of influencing or encouraging an individual or a group of people from an external source, thereby prompting them to engage in an activity that has been determined. As Wilson (2012) asserts, motivation constitutes a condition that propels individuals to execute tasks in alignment with their designated roles within an organizational framework. According to Hasibuan in Sunyoto (2015), motivation is defined as a stimulus that drives an individual's desire to work, with a specific goal in mind. According to Sutrisno (2015), motivation is defined as a factor that propels an individual to engage in a particular activity. Consequently, motivation is frequently interpreted as a factor that influences an individual's behavior. Robbins (2003) defined motivation as a process that leads to intensity, direction, and persistence in an individual's efforts to achieve a goal.

Performance

Performance is defined as the result of the work that can be achieved by an individual or group of people in a company in accordance with their respective authorities and responsibilities. It is achieved in an effort to achieve the company's goals in a legal manner, without violating the law and without conflicting with morals and ethics (Afandi, 2021). As Sri Indrastuti (2017) asserts, performance is inherently an individual matter, as each employee possesses a distinct level of aptitude in executing their assigned tasks. Handayani (2015)

Performance is defined as the result achieved by employees in their work according to certain criteria applicable to a job. According to Suwati (2013), Performance is defined as the execution of tasks and the attainment of outcomes resulting from those tasks. Arismunandar & Khair (2020) Employee performance is defined as the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Concurrently, Isvandiari & Fuadah (2017) The term "performance" is defined as the overall result or level of success of an individual in a given period in carrying out tasks, compared to various possibilities, such as work performance standards, targets or objectives, or criteria that have been predetermined and mutually agreed upon.

RESEARCH METHOD

The objective of this study is to examine the impact of compensation, leadership style, and work motivation on employee performance. The respondents comprised 52 employees, and the data analysis in this study employed a quantitative descriptive method. This method entailed the collection and processing of data obtained from the company. The data were then analyzed using existing theoretical frameworks as tools to solve the problems faced and draw conclusions. In this study, a quantitative analysis was conducted using statistical calculations obtained through the Statistical Package for the Social Sciences (SPSS) program.

RESEARCH RESULT AND DISCUSSION

Validity testing is a method employed to assess the accuracy of data collected through questionnaires. The determination of an instrument's validity and suitability for hypothesis testing is contingent upon the observation that the corrected item-total correlation surpasses the critical value specified by the r-Table. The following section presents the results of the validity test in this study:

Validity Test

Table 3.

Variabel	R Value	R Table	Detail
Compensation (X1)	0.689	0.279	Valid
	0.682	0.279	Valid
	0.634	0.279	Valid
	0.802	0.279	Valid
	0.707	0.279	Valid
Leadership Style (X2)	0.670	0.279	Valid
	0.727	0.279	Valid
	0.672	0.279	Valid
	0.781	0.279	Valid
	0.781	0.279	Valid
	0.704	0.279	Valid
	0.613	0.279	Valid
	0.605	0.279	Valid
Work Motivation (X3)	0.833	0.279	Valid
	0.700	0.279	Valid
	0.401	0.279	Valid
	0.814	0.279	Valid
	0.737	0.279	Valid
Employee Performance (Y)	0.615	0.279	Valid
	0.318	0.279	Valid
	0.569	0.279	Valid
	0.302	0.279	Valid

	0.737	0.279	Valid
	0.625	0.279	Valid
	0.625	0.279	Valid
	0.606	0.279	Valid

Source: SPSS versi 26, 2024

As demonstrated in the above table, the validity of all questionnaires is confirmed, as evidenced by the rValue exceeding rTabel (0.279). The progression to the subsequent stage of testing is contingent upon the submission of a valid statement on a questionnaire.

Reliability Test

According to Sugiyono (2017), the objective of reliability testing is to assess the reliability of a questionnaire as an indicator of a variable. Reliability is measured using Cronbach's alpha statistical test. A variable is considered reliable if it yields a Cronbach's alpha value greater than 0.60. The results of the reliability test are presented in the following table:

Table 4.

Variabel	Cronbach Alpha	Critical Value	Detail
Compensation (X1)	0.744	0.60	Reliabel
Leadership Style (X2)	0.847	0.60	Reliabel
Work Motivation (X3)	0.746	0.60	Reliabel
Employee Performance (Y)	0.669	0.60	Reliabel

Source: SPSS versi 26, 2024

The table above indicates that the Cronbach Alpha value for each variable is greater than 0.60, suggesting that all items in the questionnaire are reliable. A reliable questionnaire is essential for maintaining consistency and can serve as a valuable reference for future researchers in this field. A well-designed questionnaire is one that is consistent and reliable.

Normality Test

Table 5.

One-Sample Kolmogorov-Smirnov Test					
		Compensation	Leadership_Style	Work_Motivation	Employee_Performance
N		52	52	52	52
Normal Parameters ^{a,b}	Mean	22.5769	35.0962	22.7115	35.4423
	Std. Deviation	1.74160	2.69538	1.66081	2.08085
Most Extreme Differences	Absolute	.139	.187	.223	.142
	Positive	.130	.187	.118	.142
	Negative	-.139	-.125	-.223	-.102
Test Statistic		.139	.187	.223	.142
Asymp. Sig. (2-tailed)		.063 ^c	.070 ^c	.080 ^c	.071 ^c

As demonstrated in the preceding table, the statistical significance of each variable in the normality test, conducted through the Kolmogorov-Smirnov method, exceeds 0.05. In the event that the compensation variable has a significance value of $0.063 > 0.05$, the leadership style variable has a significance value of $0.070 > 0.05$, the work motivation variable has a significance value of $0.080 > 0.05$, and the employee performance variable has a significance value of $0.071 > 0.05$, then the following conclusions can be drawn. Therefore, it can be concluded that the regression method employed in this study has met the normality assumption.

Multicollinearity Test

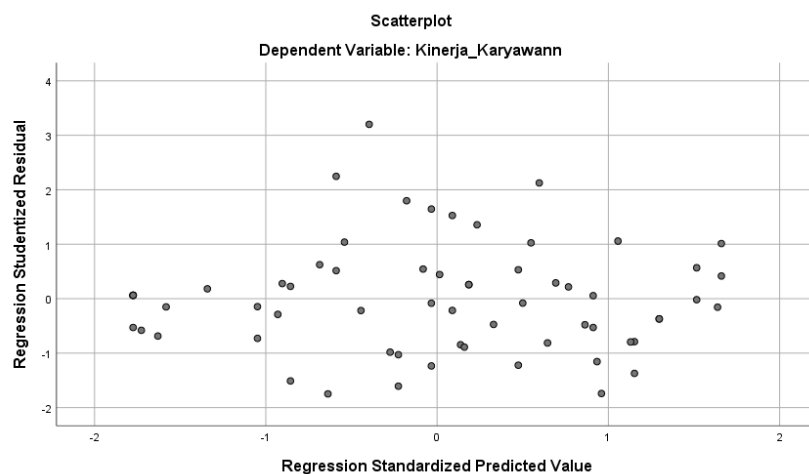
Table 6.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.856	3.128		3.791	.000		
	Compensation	.773	.289	.145	4.915	.000	.367	2.725
	Leadership Style	.287	.089	.372	3.229	.000	.696	1.438
	Work Motivation	.767	.190	.612	4.037	.000	.401	2.493

As illustrated in the above table, the analysis results indicate that the VIF value of each independent variable is less than 10 and the tolerance value is greater than 0.10. Therefore, it can be concluded that the regression model does not contain multicollinearity.

Heteroscedasticity Test

Table 7.



The results of the aforementioned graphical method demonstrate that the scatterplot output indicates dispersed points that do not exhibit a discernible pattern. Consequently, it can be concluded that there is no heteroscedasticity problem.

Multiple Linear Regression Analysis

Table 8.
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.856	3.128		3.791	.000		
	Compensation	.773	.289	.145	4.915	.000	.367	2.725
	Leadership Style	.287	.089	.372	3.229	.000	.696	1.438
	Work Motivation	.767	.190	.612	4.037	.000	.401	2.493

The following multiple linear regression equation is obtained based on the data presented in the table:

$$Y = 11.856 + 0.773x_1 + 0.287x_2 + .767x_3$$

- The constant value of 11.856 indicates that if the values of the compensation, leadership style, and work motivation variables are zero, then the performance value is 11.856.
- The compensation variable coefficient value of 0.773 indicates that a one-unit change in compensation will increase performance by 0.773.
- The leadership style variable coefficient value of 0.287 signifies that a one-unit alteration in leadership style will result in a 0.287-unit increase in performance.
- The coefficient value of the work motivation variable is 0.767, indicating that a one-unit change in work motivation will increase performance by 0.767.

t-Test (Partial)

Table. 9

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.856	3.128		3.791	.000		
	Compensation	.773	.289	.145	4.915	.000	.367	2.725
	Leadership Style	.287	.089	.372	3.229	.000	.696	1.438
	Work Motivation	.767	.190	.612	4.037	.000	.401	2.493

t-table = $t(a/2; n-k-1) = t(0.05/2; 52-3-1) = t(0,025; 48)$ is 2.011. Based from that, we can conclude:

- The compensation variable (X1) has a significance value of $0.000 < 0.05$ and a t-value of $4.915 > t\text{-table} (2.011)$. Consequently, it can be concluded that compensation has a positive and significant effect on employee performance.
- The leadership style variable (X2) has a significance value of $0.000 < 0.05$ and a t-value of $3.229 > t\text{-table} (2.011)$. Consequently, it can be concluded that leadership style exerts a positive and significant effect on employee performance.
- The work motivation variable (X3) has a significance value of $0.000 < 0.05$ and a t-value of $4.037 > t\text{-table} (2.011)$. Consequently, it can be concluded that work motivation exerts a positive and significant effect on employee performance.

F Test (Simultaneous)

Table 10.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.009	3	41.003	20.121	.000 ^b
	Residual	97.818	48	2.038		
	Total	220.827	51			

Ftable = $(k; n-k) = (3; 52-3) = (3;49) = 2.79$

As indicated by the data presented in the table, the value of the significance test is 0.000. This value indicates a p-value less than 0.05, which suggests that the variables of compensation, leadership style, and work motivation exert a collective influence on employee performance. A quantitative analysis reveals that the calculated F value of 20.121 exceeds the F table (2.79), thereby indicating that compensation, leadership style, and work motivation collectively influence employee performance at Mie Tenaga Muda Pekanbaru Company.

Adjusted Coefficient Determination (R^2)

Tabel 11.
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.557	.529	1.42754

According to the calculations presented in the above table, the adjusted coefficient of determination (R^2) value is 0.529. This indicates that the independent variable contributes 52.9% to the dependent variable, while the remaining 47.1% is attributable to other variables that fall outside the scope of this study.

Discussion

The Influence of Compensation on Employee Performance

As demonstrated by the findings presented above, it can be concluded that remuneration has a positive and significant impact on employee performance. The compensation variable (X1) has a significance value of $0.000 < 0.05$ and a t-value of $4.915 > t$ -table (2.011). Consequently, it can be concluded that compensation has a positive and significant effect on employee performance. Kurnia et al. (2021) further corroborate the finding that compensation is significantly associated with improved employee performance. The emphasis on financial incentives as a motivator for employees is a key tenet of this approach, with the understanding that such incentives can enhance an individual's commitment to achieving organizational goals. Aryani & Meriyati (2019) posit that the provision of compensation to employees has been demonstrated to exert a positive and significant effect on the performance of those same employees. Employees who receive adequate compensation feel valued and motivated to work more productively. Arifudin's (2019) study demonstrated that adequate compensation significantly contributes to improvements in employee performance.

The Influence of Leadership Style on Employee Performance

The findings presented above indicate a positive and significant relationship between leadership style and employee performance. The leadership style variable (X2) has a significance value of $0.000 < 0.05$ and a calculated t-value of $3.229 > t$ -table (2.011). Consequently, it can be concluded that leadership style exerts a positive and significant effect on employee performance. Kusumayanti et al. (2020) demonstrate in this study that effective leadership plays a role in improving productivity and performance effectiveness. As indicated by the findings of the study conducted by Febrian et al. (2021), the implementation of an effective leadership style within an organization has been demonstrated to exert a positive and significant influence on the performance of its employees. As posited by Hamidi et al. (2020), the present study lends further credence to the notion that transformational leadership exerts a positive impact on employee motivation and performance.

The Influence of Work Motivation on Employee Performance

As demonstrated by the findings presented above, it can be concluded that work motivation exerts a positive and significant effect on employee performance. The work motivation variable (X3) has a significance value of $0.000 < 0.05$ and a t-value of $4.037 > t$ -table (2.011). Consequently, it can be concluded that work motivation exerts a positive and significant effect on employee performance. The findings of this study are consistent with the research conducted by Novrita (2021), which demonstrated that work motivation exerts a

positive and significant effect on employee performance. The findings of the research conducted by Basalamah (2022) also suggest that work motivation exerts a positive and significant effect on employee performance.

The Influence of Compensation, Leadership Style, Work Motivation on Employee Performance

The findings of the study suggest that the factors of compensation, leadership style, and work motivation have a concurrent and substantial positive effect on employee performance. Given that the calculated F value of 20.121 is greater than the F table (2.79), it can be concluded that compensation, leadership style, and work motivation influence employee performance at Mie Tenaga Muda Pekanbaru Company simultaneously. The presence of high work motivation, both intrinsic and extrinsic, has been demonstrated to encourage employees to work harder and achieve company goals. Employees who are intrinsically motivated, that is, those who are driven by factors such as job satisfaction and a desire to excel, in conjunction with those who are extrinsically motivated by factors such as rewards and recognition, tend to demonstrate higher levels of productivity. Motivation has been identified as a critical factor that fosters sustained high performance among employees.

CONCLUSION

In light of the findings of the aforementioned research and discussion, the conclusions of this study are as follows:

1. The findings of this study demonstrate that compensation has a positive and significant effect on employee performance at Mie Tenaga Muda Pekanbaru. This phenomenon can be attributed to the equitable compensation framework that is in place, wherein employees are remunerated in accordance with the complexity and responsibility of their roles. Employees who receive salaries commensurate with their work at Mie Tenaga Muda tend to exhibit higher levels of job satisfaction. The alignment between salary and workload fosters a sense of fairness and appreciation for the effort invested. This can enhance work motivation, strengthen employee loyalty, and increase productivity. Consequently, the implementation of a just and suitable salary policy is imperative for the establishment of a favorable work environment and the promotion of business sustainability.
2. The leadership style employed at Mie Tenaga Muda Pekanbaru has been shown to exert a positive and significant effect on the performance of its employees. Employees who demonstrate a high level of trust in their leaders with regard to the work assigned at Mie Tenaga Muda indicate that a positive relationship between leaders and employees significantly impacts levels of trust and employee performance. This notion is further substantiated by employees' perception that leaders assign tasks that are commensurate with their capabilities and career development. This trust fosters a sense of motivation among employees, encouraging them to work effectively because they feel valued and understood. Trust in leadership has been demonstrated to foster a more harmonious work environment, where employees feel safe to innovate and contribute to the fullest without fear of making mistakes.
3. The present study seeks to examine the relationship between work motivation and employee performance at Mie Tenaga Muda Pekanbaru. Consequently, employees who seek higher wages for their labor at Mie Tenaga Muda articulate fundamental expectations and needs that are intrinsic to the workforce. The correlation between higher wages and the recognition of contributions made as well as acknowledgement of the efforts expended is well-documented. In this context, employees express a desire for enhanced

compensation, both in terms of financial remuneration and through alternative forms of recognition.

Suggestions

The following recommendations are derived from the study:

1. In order to enhance the morale of the workforce at Mie Tenaga Muda Pekanbaru, it is recommended that the company consider the implementation of weekly incentives for its employees. This would serve as a form of appreciation for their performance, motivate them to work harder, and create a more competitive yet healthy work environment. The implementation of incentives has been demonstrated to foster a sense of appreciation among employees, thereby enhancing their motivation to achieve superior performance targets. This, in turn, has the potential to contribute to an improvement in productivity and service quality. This finding is consistent with the observations documented in the background of this research study.
2. The establishment of a more supportive work environment is imperative to ensure that employees feel comfortable. This can be achieved through various means, including enhancing communication between management and employees, establishing avenues for employees to articulate their ideas and contributions, and ensuring their well-being. The provision of recognition for exemplary performance and the cultivation of a convivial work environment have been demonstrated to enhance employee well-being, thereby facilitating heightened productivity and a sense of appreciation. This finding aligns with the background of the problem that occurred in this study.
3. Employees continue to strive to deliver maximum results in every aspect of noodle production, from the quality of raw materials to the manufacturing process and the presentation to customers. A focus on consistency and product excellence has been demonstrated to engender a satisfying experience for customers, which can increase loyalty and sales. This finding does not align with the background of the problem in this study, as employees have already exerted maximum effort to achieve favorable outcomes.

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