

**THE EFFECT OF COMPENSATION, LEADERSHIP, WORK ENVIRONMENT, AND TRAINING ON
EMPLOYEE PERFORMANCE OF BANK SYARIAH MANDIRI MANADO**

PENGARUH KOMPENSASI, KEPEMIMPINAN, LINGKUNGAN KERJA, DAN PELATIHAN TERHADAP
KINERJA KARYAWAN BANK SYARIAH MANDIRI DI MANADO

by:

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Abstract: *In this globalization era, many investors are willing to invest in Indonesia, and human resource is the main problem that Indonesian people have. Human Resource Department is very important, because they control the company's employee, they choose the right employee to work for the company, and they arrange the employee compensation, training, and sometimes workplace of the employee-work environment. The purpose of this study is to find out the effect of compensation, leadership, work environment, and training on employee performance of Bank Syariah Mandiri in Manado. This research collects data through questionnaires and uses Multiple Regressions. Population observed is the employee of Bank Syariah Mandiri with 30 respondents as the sample size. The result of this study shows that compensation and work environment have significant positive effect on employee performance, while leadership and training have positive influence but no significant effect on employee performance. To increase the performance of employee, the recommendation for Bank Syariah Mandiri are to maintain fair compensation and good work environment for their employee, also make a better training program for employee and the leader must improve their motivational skill to encourage their employee.*

Keywords: *compensation, employee performance, leadership, training, and work environment*

Abstrak: Era globalisasi di Indonesia saat ini, banyak investor bersedia untuk berinvestasi, dan sumber daya manusia merupakan masalah bagi setiap perusahaan. Departemen Sumber Daya Manusia sangat penting, karena mereka membidangi karyawan perusahaan, mereka memilih karyawan yang tepat untuk bekerja bagi perusahaan, dan mereka mengatur kompensasi karyawan, pelatihan, dan kadang-kadang di tempat kerja dari lingkungan karyawan-kerja. Tujuan penelitian adalah untuk mengetahui pengaruh kompensasi, kepemimpinan, lingkungan kerja, dan pelatihan terhadap kinerja karyawan Bank Syariah Mandiri di Manado. Penelitian ini mengumpulkan data melalui kuesioner dan menggunakan analisa Regresi Berganda. Populasi yang diamati adalah karyawan Bank Syariah Mandiri dengan 30 responden sebagai sampel. Hasil penelitian menunjukkan bahwa kompensasi dan lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, sementara kepemimpinan dan pelatihan berpengaruh positif namun tidak signifikan terhadap kinerja karyawan. Untuk meningkatkan kinerja karyawan, rekomendasi untuk Bank Syariah Mandiri adalah untuk mempertahankan kompensasi yang adil dan lingkungan kerja yang baik bagi karyawan, juga membuat program pelatihan lebih baik bagi karyawan dan pemimpin harus meningkatkan keterampilan motivasi mereka untuk mendorong karyawan mereka.

Kata kunci: *kepemimpinan, kompensasi, lingkungan kerja, pelatihan, dan performa karyawan*

INTRODUCTION

Research Background

Indonesia as the 4th country with most citizens is having many opportunity to run a business. In this globalization era, many investors are willing to invest in Indonesia, and human resource is the main problem that Indonesian people have. In a company, beside the leader of company, Human Resource Department is very important, because they control the company's employee, they choose the right employee to work for the company, and they arrange the employee compensation, training, and sometimes workplace of the employee-work environment.

Human resource in this case is how well the employee performance. Performance is basically employee's contribution to the company. Even a company already has automation in their S.O.P but they are still need employee to run the machine and control the production. This is where their good performance will be needed. That's why sometimes a good company performance comes from a great Human Resource Department.

Leadership has important role in making employee performance increase, Mehrabi *et al* (2012) stated that leadership development has significant influence on employee performance, therefore, they suggest that managers have to create and accelerate learning to improve employees' performance; train and develop employees through methods such as job cycle, assistance and etc., Wakesa and Nyaro (2013) find out in their research in public secondary school teachers in Kenya that teacher in that school is not satisfied with their compensation. That is why compensation also a role in making employee performance increase, because with fair compensation from a company, it will boost the employee work performance.

With so many diverse banking industry, Indonesia had both conventional and sharia banking industry. Besides conventional banking, Indonesia also has sharia banking, and without exception sharia banking industry also have problem with human resource. Republika.co.id (2015). Indonesia sharia banking industry, with 12 sharia banking, 22 sharia business unit, and 163 BPRS that already established is continuously rose, but unfortunately not with its human resource. Their main problem is that they-citizen and employee-don't understand well about sharia banking nor want to join the sharia banking. As has been interviewed by Republika.co.id, Bambang Kiswono as the chief of *Otoritas Jasa Keuangan* (OJK) region VI said "They don't know for sure what sharia is and what the benefits to work at sharia banking are".

Bank Syariah Mandiri is one of many sharia banking in Indonesia, since the establishment of Bank Syariah Mandiri in 1998; they have positive growth since 2010 to 2012 there is a significant growth of employee, from 7,902 to 15,999 employees. In 2013 the employee only slightly increasing, they added around 1,000 employees, but in 2014 the employee is decreasing to 16,895. Therefore, research researcher wants to analyze the effect of compensation, leadership, work environment, and training on employee performance of Bank Syariah Mandiri in Manado.

Research Objective

The aims of this research are to know the effect of:

1. Compensation, leadership, work environment, and training on employee performance simultaneously.
2. Compensation on employee performance partially.
3. Leadership on employee performance partially.
4. Work environment on employee performance partially.
5. Training on employee performance partially.

THEORETICAL FRAMEWORK

Compensation

Dessler (2004: 390) defined compensation as all forms of payments or rewards given to employees which arise from employment. Compensation is one of the basic reasons for employees to seek employment. Employees are compensated for their services and efforts they exert in their work. Compensation is the total of all rewards provided employees in return of their services (Mondy, 2012: 264), while Wungu (2003: 86) states

that the wages or salary is a component of remuneration or income donor is based on the severity of the duty position occupied by the employee. It can be concluded that compensation is one of the reason that someone seeking for employment and a fair compensation can make an employee work performance better.

Leadership

According to Boddy (2005: 15) leading is the activity of generating effort and commitment towards meeting objectives. It includes influencing and motivating other people to work in support of the plans. While Fry (2003) pointed out leadership means the use of a leading strategy to offer inspiring motives and to enhance the staff's potential for growth and development. It can be concluded that leadership is needed in a company to make their employee performance better.

Work Environment

Bacotic and Babic (2013) in Awan and Tahir (2015) found that a positive relation exists between HRD climate and employee performance and any change in working climate impacts on performance. Similarly working environment also impacts on job satisfaction. According to Chandrasekar (2011) workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impacts behavior and how behavior itself drives workplace performance. It can be concluded that a well develop work environment can make an employee enjoy their workplace, thus, make their performance increase.

Training

Mondy and Mondy (2012: 200) stated that training and development is the heart of a continuous effort designed to improve employee competency and organizational performance. Training provides learners with the knowledge and skills needed for their present jobs. Showing worker how to operate a lathe or a supervisor how to schedule daily production are examples of training. According to Ardana, Mujiati, and Utama (2012: 92) training is part of education that involve learning to achieve and develop skill outside education system that applied in relatively short time and with method that accentuate practice rather than theories. It can be concluded that a well train employee have a bigger chance to make their performance better.

Previous Research

Wakesa and Nyaroo (2013) in their research Effect of Compensation on Performance of Public Secondary School Teachers in Eldoret Municipality Kenya found that compensation package provided by the Teachers Service Commission indicated that the compensation provided by the TSC was overall not satisfactory as many of the teachers were uncomfortable with the compensation package and policies in place. Mehrabi *et al* (2012) conducted a research with title Impact of Leadership Development on Employees' Performance found that authorization, education and development and empowerment have the highest impact on employees' performance respectively. While Shahab and Nisa (2014) in their research The Influence of Leadership and Work Attitudes toward Job Satisfaction and Performance of Employee found that leadership has a significant and not positive influence toward the performance of employee. This means that a good leadership style has not been able to improve the performance of employee at Konawe Hospital in Southeast Sulawesi. Ahmad *et al* (2014) investigates Impact of Training and Development on the Employee Performance: A Case Study from Different Banking Sectors of North Punjab. The results reveal that training and development is the necessary part of the organization, even from the analysis of employees of different organization likes to get training in their free time. Chandrasekar (2011) in his research Workplace Environment and Its Impact on Organisational Performance in Public Sector Organizations found that workplace environment plays a vital role in motivating employees to perform their assigned work. Therefore, compensation, leadership, work environment and training have the possibility to influence employee performance of Bank Syariah Mandiri in Manado.

Conceptual Framework

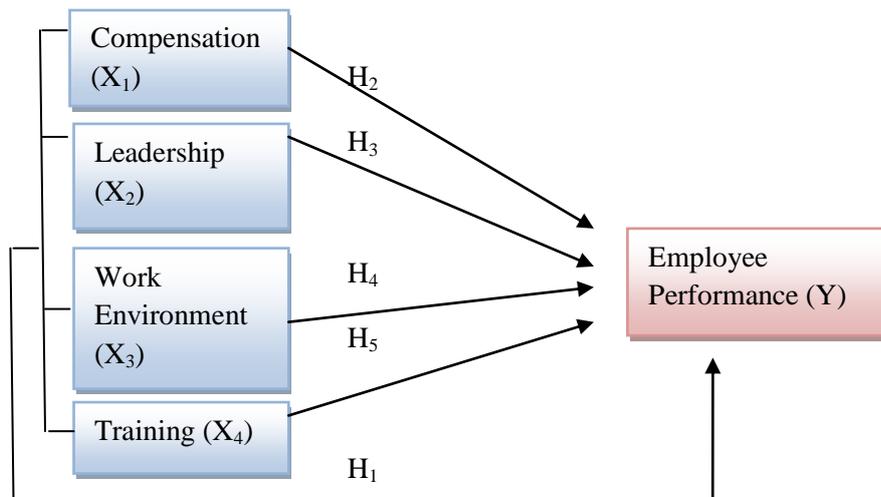


Figure 1. Conceptual Framework

Source: Data Processed, 2015

Research Hypothesis

The hypotheses of this research are;

- H₁: There is simultaneous influence between compensation, leadership, and work environment, training and employee performance.
 H₂: There is partial influence between compensation and employee performance.
 H₃: There is partial influence between leadership and employee performance.
 H₄: There is partial influence between work environment and employee performance
 H₅: There is partial influence between training and employee performance.

RESEARCH METHOD

Type of Research

This research is a causal type of research where it will investigate the effect of Compensation, Leadership, Work Environment, and Training on Employee Performance. Hair, et al. (2007:160) stated that causal research tests whether or not one event causes another that means a change in one event brings about a corresponding change in another event

Place and Time of Research

This research is conducted in Manado, at Bank Syariah Mandiri, between March – May 2015

Population and Sample

The population in this research is the entire employee of Bank Syariah Mandiri in Manado. The sample of this research is the entire employee of Bank Syariah Mandiri in Manado as many as 30 respondents. The sampling technique is saturation sampling which is to take all of the population as the sample. The sampling design is convenience sampling that is considered as the best way of getting some basic information quickly and efficient. Convenience sampling is involves selecting sample elements that are most readily available to participate in the study and who can provide the information required (Hair *et al*, 2007: 181).

Data Collection Method

Primary data is data originated by the researcher specifically to address the research problem. The researcher also gets primary data from the result of questionnaire. Questionnaires are distributed to respondents so they can respond directly on the questionnaire. There were two sections in the questioner in the questioner that should be filled in by the respondents. The first section asked about respondent's identities and the second section asked about things that related with the variables.

Operational Definition of Research Variables

1. Employee Performance (Y) defined as compensation, leadership, work environment, and training in Bank Syariah Mandiri at Manado.
2. Compensation (X_1) defined as reward, paid holiday, salary, and promotion in Bank Syariah Mandiri at Manado.
3. Leadership (X_2) defined as motivation, behavior, and discipline in Bank Syariah Mandiri at Manado.
4. Work environment (X_3) defined as culture, physical layout, and infrastructure of the work environment in Bank Syariah Mandiri at Manado.
5. Training (X_4) defined as knowledge, skill, and on the job training in Bank Syariah Mandiri at Manado.

Measurement of Research Variables

Hair *et al*, (2007: 226) said that interval scale uses numbers to rate objects or events so that the distances between the numbers are equal. By using the interval scale, respondents will not have problems in understanding and filling out the questionnaire, and it is easy for the researcher to measure, interpreting, and analyzes the data. In this kind of scale, variables will be measured on five points of scale 1 – 5 (1 is strongly disagree, 5 is strongly agree).

Data Analysis Method

Validity and Reliability Tests

To analyze the validity of questionnaire, Pearson Correlation is used. An instrument measure is valid if the instruments measure what ought to be measured. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another. The interpretation of Reliability Tests is; If the reliability coefficient (alpha) is close to 1 means very good, If the reliability coefficient (alpha) is above 0.8 means either Usman and Nasution said if the reliability coefficient (alpha) below 0.6 means no good or in other words, it is stated that the measurements made inconsistent or unreliable (The 2011: 38)

Model of Multiple Regression Analysis

The equation model of Multiple Regression Analysis use in this research can be formulated as shown below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where:

- Y : Employee performance
 A : The constant, when all the independent variable equal to 0
 b_1, b_2, b_3, b_4 : The slope of each variable
 X_1 : Value of Compensation variable
 X_2 : Value of Leadership variable
 X_3 : Value of Work Environment variable
 X_4 : Value of Training variable

RESULT AND DISCUSSION

Result

Validity and Reliability

Pearson Correlation with significance level of 5%, it can be seen valid or not a research instrument, in this research the R-table is 0.361, the R-count of all indicators in this research is above 0.361 which mean it is valid. The value of Cronbach's Alpha of compensation, leadership, work environment and training are 0.927, 0.980, 0.932, 0.991, and 0.981. In this research it shows that the Alpha Cronbach of the entire variables is higher than 0.6, meaning the data is considered as reliable.

Classical Test Assumption

Multicollinearity

Table 1. Multicollinearity Test Table

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Compensation	.107	9.352
Leadership	.199	5.022
Work Environment	.172	5.799
Training	.123	8.152

Source: Data Processed, 2015

Table 1 shows that the tolerance value of compensation is 0.107, leadership is 0.199, work environment is 0.172, and training is 0.123, meaning the tolerance value of each variable is more than 0.1. The VIF value of compensation is 9.352, leadership is 5.022, and work environment is 5.799, and training is 8.152, meaning the VIF value of each variable is less than 10. Since all the tolerance values are more than 0.1 and VIF value of each independent variable is less than 10, this research is free from multicollinearity.

Heteroscedasticity

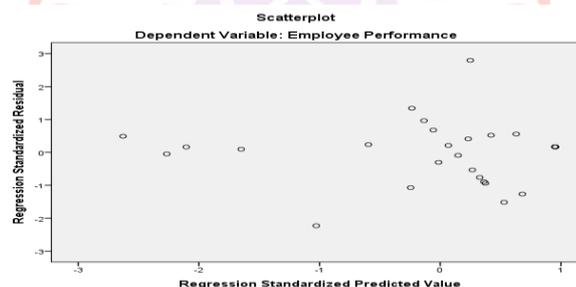


Figure 2. Heteroscedasticity Test Result

Source: Data Processed, 2015

Figure 2 shows that the pattern of the dots is spreading and does not create a clear pattern. The dots are spreading above and below 0 (zero) in the Y axis. It proves that the model is free from heteroscedasticity.

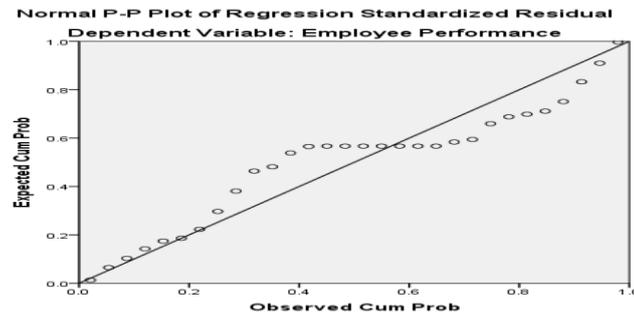
Normality Test**Figure 3. Normality Test Result***Source: Data Processed (2015)*

Figure 3 shows that the data spreads near the diagonal line and follow the direction of diagonal line. This proves that the model has passed the normality test.

Multiple Regression Analysis**Table 2. Multiple Linear Regression Result**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-.175	.221	-.791	.436
1 Compensation	.381	.154	2.466	.021
Leadership	.093	.099	.939	.357
Work Environment	.346	.124	2.789	.010
Training	.205	.126	1.636	.114

Source: Data Processed, 2015

The formula of multiple regression models in this research is shown as follows:

$$Y = -0.175 + 0.381 X_1 + 0.093 X_2 + 0.346 X_3 + 0.205 X_4$$

Multiple regressions analysis is used to determine the influence of the independent variables to dependent variable. From the multiple linear regression equation, it can inform the interpretation as follows:

1. Constant value -0.175 means that if the variable in this research of Compensation (X_1), Leadership (X_2), Work Environment (X_3), and Training (X_4) has 0 (zero) it means that Employee Performance (Y) value's is -0.175.
2. Coefficient value of 0.381 means that if the variables in this research of Compensation (X_1) increased by one scale or one unit, it will improve and increase Employee Performance (Y) at 0.381 point.
3. Coefficient value of 0.093 means that if the variables in this research of Leadership (X_2) increased by one scale or one unit, it will improve and increase Employee Performance (Y) at 0.093 point.
4. Coefficient value of 0.346 means that if the variables in this research of Work Environment (X_3) increased by one scale or one unit, it will improve and increase Employee Performance (Y) at 0.346 point.
5. Coefficient value of 0.205 means that if the variables in this research of Training (X_4) increased by one scale or one unit, it will improve and increase Employee Performance (Y) at 0.205 point.

The multiple linear regression result shows that compensation, leadership, work environment, and training have relationship with employee performance, where situational factors has the closest relationship followed by sales promotions and virtual atmospheric cues.

Table 3. Coefficient Correlation (r) and (r²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.942	.933	.306

Source: Data Processed, 2015

Result of analysis of correlation (r) is equal to 0.971 indicating that the Correlation of Compensation (X₁), Leadership (X₂), Work Environment (X₃), and Training (X₄) on Employee Performance (Y) has a strong relationship. Determinant of the coefficient (r²) in the table above r² value of 0.942 in this study may imply that the contribution of Compensation (X₁), Leadership (X₂), Work Environment (X₃), and Training (X₄) to predict the Employee Performance (Y) of 94.2% while the remaining 5.8% is affected by other variables not examined in this study.

Hypothesis Testing

F-Test

Table 4. F-Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.991	4	9.498	101.284	.000 ^b
	Residual	2.344	25	.094		
	Total	40.335	29			

Source: Data Processed, 2015

Table 4 shows that F-count is 101.284 with level of significance 0.000. Since the value of F_{count} (101.284) > F_{table} (2.76) and the level of significance is lower than 0.05 meaning that H₀ is rejected and H_a is accepted. The result of this test can be used to declare that there is a significant effect of compensation (X₁), leadership (X₂), work environment (X₃) and training (X₄) on employee performance (Y) simultaneously.

T-Test

Table 5. T-Test Result

Model		t	Sig.
1	(Constant)	-.791	.436
	Compensation	2.466	.021
	Leadership	.939	.357
	Work Environment	2.789	.010
	Training	1.636	.114

Source: Data Processed, 2015

1. Table above shows that t_{count} is 2.466 and since the level of significant is 5% then the t_{table} is 1.705. The result is: t_{count} = 2.466 > t_{table} = 1.705. Since the t_{count} is greater than t_{table} then H₀ is rejected and H₁ is accepted. It means that variable Compensation has influences on Employee Performance

2. Table above shows that t_{count} is 0.939 and since the level of significant is 5% then the t_{table} is 1.705. The result is: $t_{\text{count}} = 0.939 < t_{\text{table}} = 1.705$. Since the t_{count} is lower than t_{table} then H_0 is accepted and H_1 is rejected. It means that variable Leadership has no influences on Employee Performance
3. Table above shows that t_{count} is 2.789 and since the level of significant is 5% then the t_{table} is 1.705. The result is: $t_{\text{count}} = 2.789 > t_{\text{table}} = 1.705$. Since the t_{count} is greater than t_{table} then H_0 is rejected and H_1 is accepted. It means that variable Work Environment has influences on Employee Performance.
4. Table above shows that t_{count} is 1.636 and since the level of significant is 5% then the t_{table} is 1.705. The result is: $t_{\text{count}} = 1.636 < t_{\text{table}} = 1.705$. Since the t_{count} is lower than t_{table} then H_0 is accepted and H_1 is rejected. It means that variable Training has no influences on Employee Performance.

Discussion

To fulfill human's basic needs, compensation is needed by the employee, therefore, a company must provide a fair compensation for their employee. In this research the instruments to measure the variable Compensation consist of reward, paid holiday and salary. Based on results, it is shown that the value of t_{count} obtained for Compensation is greater than t_{table} . This research found that Compensation is significantly influence on Employee Performance. It means that Compensation can be used as determining factor for measuring Employee Performance at Bank Syariah Mandiri Manado. Referring to the contribution donated by the variable Compensation for Employee Performance in Bank Syariah Mandiri, it can be said that this variable measured are considered significant by the respondents. This is because of the consideration of Bank Syariah Mandiri to give their employee fair salaries to their employees. The respondents also agreed with Bank's policy about their paid holiday, and they also like their employer treat them with praise of their works, it makes their morality increase and thus makes their performance better.

In this research, the result for leadership is t_{count} less than t_{table} . With that result, it means that leadership has no influenced on Employee Performance at Bank Syariah Mandiri; therefore it cannot be used as determining factor of Employee Performance at Bank Syariah Mandiri. Leadership instruments to measure the Leadership variable consist of Motivation, Behavior, and Discipline. Referring to the contribution donated by the variable Leadership for Employee Performance at Bank Syariah Mandiri, it can be said that this variable measured are not considered significant by the respondents. This insignificant influence is because the employees assume that their leader's effort to make their performance better are unsatisfactory. It means that even there is a good motivations word, good behavior, and discipline from their leader, but if he/she did not get motivated to improve their performance by it, then it is a waste effort by the employer. The result that had similarity has been conducted by Shahab and Nisa (2014) in "*The Influence of Leadership and Work Attitudes toward Job Satisfaction and Performance of Employee*", in their research they also find out that there is no significant of leadership toward employee performance.

In this research the instrument to measure work environment is culture, physical layout, and infrastructure. Everybody loved diverse cultures, sometimes people loves to exchange their culture with other, same with employee, if a company's employee has diverse cultures, then the employee would love to work better because they can exchange their culture with others. Technology has been a part of our life, technology could be very helpful for everyone include employee, and therefore, a company must upgrade their technology so their employee performance will be increasing. Physical layout of workplace could affect employee performance; in this case simplicity of the physical layout of a company had made the employee performance increase. Based on the results, it is shown that the value of t_{count} obtained for work environment is greater than t_{table} . It means that work environment can be used as determining factor of employee performance at Bank Syariah Mandiri. Before an employee work in a company, usually the company had to train them, but if the training is not right with their job description than it will be a waste for the company and employee. It means that, every HR must considered their employee job description before train them. Based on the results, it is shown that the value of t_{count} obtained for training is less than t_{table} . It means that training cannot be used as determining factor of employee performance because it does not influence on employee performance. In this research, the instrument to measure training is knowledge, skill, and on-the-job training. This insignificant

influence is because the employees assume that they need to be trained in new technique or the training is not fit their will.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions drawn from this research are as follows:

1. The result of multiple linear regression analysis, it can be seen that the variables compensation, leadership, work environment, and training can be found that simultaneous test of the variable there is an influence between compensation, leadership, work environment, and training on employee performance simultaneously.
2. The result of multiple linear regression analysis, it can be seen that the variable of compensation can be found that in partial variable, compensation has a positive effect on employee performance with the assumption of the other independent variables are constant. It indicates that compensation affect employee performance.
3. The result of multiple linear regression analysis, leadership variable can be found that there is no influence in partial relation between leadership and employee performance. With assumption of the other independents variable are constant. It indicates that leadership has no influence on employee performance.
4. Work environment with the assumption of the other independent variables are constant. Has been indicate that work environment affect employee performance, thus there is an influence relation between work environment and employee performance
5. Training variable with the assumption of the other independent variables are constant. Has been indicates that training has positive influence but no significant on employee performance, thus there is no influence in partial relation between training and employee performance.

Recommendation

The results test, it shows that compensation and work environment are having influence on employee performance. Bank Syariah Mandiri must maintain their fair compensation for each employee and must maintain a well work environment for their employee in order to keep their employee performance and if possible could make the employee performance better. By the test it also shows that leadership and training are not having an influence on employee performance, therefore they have to make a better training program or make the employee choose the right program to fulfill their job description and also the leader must learn their employee well in order to give them motivational words or even get a leadership training to improve his ability to lead.

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