The Reaction over Employees Performance through Transactional Leadership, Compensation and Accomplishment Motivation variables at Koperasi Simpan Pinjam Sejahtera Bersama's Marketing Division BSD Branch Area

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Abstract:- There are so many factors which influenced the performance on marketing division employees at Koperasi Simpan pinjam sejahtera Bersama BSD branch area. This research used primary data. Research population was 89 people. Researchers use non-probability sampling techniques by saturated sampling type. All research sample currently is marketing division employees at Koperasi simpan pinjam sejahtera bersama on BSD Branch area. Analysis technique used descriptive statistics, statistical tests, classic assumption tests and data analysis tests by SPSS version 21.0. The results earned as it belows 1) Transactional Leadership has positive and strong influence against Employees Performance at Marketing Division of KSP Sejahtera Bersama BSD Branch, 2) Compensation has positive and significant impact to Employees Performance on Marketing Division at KSP Sejahtera Bersama BSD Branch, 3) Accomplishment Motivation has positive and significant impact to Employee Performance at Marketing Division of KSP Sejahtera Bersama BSD Branch.

Keywords:- Transactional Leadership, Compensation, Accomplishment Motivation and Employee Performance.

I. INTRODUCTION

Human resources as the first and foremost factor on development process in achieving an organizational goals. The importance role of human resources is very crucial as the main and controlling element of organizational success. If organization has reliable human resources, it would give a positive impact towards the performance of human resources itself Conversely and it would cost bad result as the company couldnt achieving the goals including KSP Sejahtera Bersama BSD Branch.

These are the results of new members' achievement from marketing division at KSP Sejahtera Bersama BSD branch in 2015-2018:

Month / Year	2015	2016	2017	2018
January	49%	30%	83%	69%
February	42%	54%	46%	65%
March	33%	79%	84%	116%
April	163%	78%	141%	206%
May	91%	174%	54%	98%
June	93%	157%	70%	55%
July	83%	136%	56%	90%
August	70%	93%	138%	135%
September	90%	118%	104%	121%
October	85%	123%	121%	186%
November	39%	79%	78%	116%
December	29%	154%	184%	178%
Total	72%	106%	97%	120%

Table 1:- Deposit achievement from New Members of KSP Sejahtera bersama at BSD Branch 2015-2018
Source: Data of KSP Sejahtera Marketing Division at BSD Branch

It can be observed that achievements of new members from marketing division at KSP Sejahtera Bersama in 2015 still cant Excel the target of 28% while in 2016 has experienced an increase and exceeded the target by 6% while in 2017 the decrease was occured of 9% so the target cant achieved by 3% and in year 2018 there had an increased of 23% and exceeded the target of 20%, the researchers gave attention to aspects regarding the Employees' Performance at Marketing Division of KSP Sejahtera Bersama BSD Branch.

These are the performance conditions of KSP Sejahtera Bersama BSD Branch at marketing division employees could be point through the results of evaluation performance from 2015 to 2018:

WORK BEHAVIOR	2015			2016			2017			2018		
	Weight %	Value	Score %	Weight %	Value	Score %	Weight %	Value	Score %	Weight %	Value	Score %
1. Integrity	10	70	7	10	75	7,5	10	70	7	10	90	9
2. Discipline	10	60	6	10	75	7,5	10	80	8	10	85	8,5
3. Leadership	10	65	6,5	10	75	7,5	10	70	7	10	80	8
4. Teamwork	10	65	6,5	10	80	8	10	80	8	10	85	8,5
WORK RESULT												
1. Work Quality	30	70	21	30	100	30	30	90	27	30	100	30
2. Work Quantity	30	70	21	30	100	30	30	90	27	30	100	30
TOTAL	100		68	100		90,5	100		84	100		94

Table 2:- Performance results from 2015-2018
Source: Results of employee performance research data on KSP Sejahtera Bersama BSD Branch 2015-2018

These are the employee performance evaluation standards for KSP Sejahtera Bersama BSD's marketing division:

No.	Score %	Category
1	91-100	Very Good
2	80-90	Good
3	70-79	Enough
4	61-69	Less
5	< 60	Bad

Table 3:- Standard Performance Values of Marketing Division Employees at KSP Sejahtera Bersama BSD Branch
Source: Regulation of KSP Sejahtera Bersama BSD Branch from 2015-2018

By Looking from the data that has been mentioned its appears that the company has an problems with performance of marketing division employees. This problem was insignificant and effected small portion of marketing division employees. However, it is likely that sooner or later it will have an impact to the attitudes and behaviors towards other marketing employees. Therefore, special attention is needed to provide satisfactory performance values that will continue to rise in near future.

II. THEORITICAL REVIEW

A. Leadership

Leadership is an influence process over others by motivating, inspiring and leading to achieve organizational goals. Based on Wahjosumidjo in Setiyono (2017: 22) Leadership is such as trait that stick with a person such as ability and competency. According to Bass and Avolio in Suryono and Hatane (2016) Leadership is someone who could influences others more than actions of others to affected him/her.

The leadership style model whom developed by Bass and Avolio (1998) cited by Suryono and Hatane (2016) is the Full Range Leadership Model. One of that model is Transactional Leadership. This form when the leadership interacts with subordinates through the transaction process.

There are four types of transactions or indicators such as Contingency Rewards, Active Management with Exceptions, Management with Passive Exceptions and Release of Liability.

B. Compensation

Compensation has an important influence on employees by increasing employee morale. Based on Mondy and Martocchio (2016: 247) Compensation is the whole of all gifts that was given to employees in return for their services. According to Hasibuan in Johanariah (2018: 28-29) the factors that could influence Compensation as in belows : 1) Company Ability and Willingness, 2) Labor Supply and Demand, 3) Trade Unions, 4) Cost of Living, 5) Employee Productivity, 6) Position of Employees, 7) Government with Laws and Presidential Decrees, 8) National Economic Conditions, 9) Education and Work Experience, 10) Types and Nature of Work.

According to Mondy and Martocchio (2016: 247) Financial Compensation indicators are 1) Salary, 2) Wages, 3) Bonuses, 4) Commissions, 5) Incentives and for Non-Financial Compensation namely 1) Work Environment, 2) Employment, 3) Flexibility Profession.

C. Motivation

Robbins and Judge in Sembel et al (2018: 3110) stated that motivation is process that focus on the directon, intensity, and persistency of an individual to achieve a goal. According to David McCleland which said that Motivation is someone who strives to achieve goals in competition with a measure of excellence and could be in the form of own or others achievements.

Those Factors which Influence Motivation Based on Sutrisno (2016) has distinguished by internal and external factors that came from employees. Internal factors such as: 1) Desire to have, 2) Desire to live, 3) Desire to earned recognition, 4) Desire to earned circumstances, 5) Desire to rules. Whereas external factors are: 1) Adequate compensation, 2) Working environment conditions, 3) Job security, 4) Good supervision, 5) Flexible rules, 6) Status and Responsibility.

Accordance to David McCleland in Pama'tan (2015: 23) dimensions used in motivational indicators consist of Three Needs Theory, namely: 1) Need of Achievement (nAch), 2) Need of Affillation (nAff), 3) Need of Power (nPo)). From these three dimensions, the researcher took one indicator to examined in accordance with the conditions of the research object namely the Need of Achievement (nAch) dimension with indicators: 1) Job Challenges, 2) Responsibilities, 3) Awards and Job Performance.

D. Employee performance

Performance is what has been done or not which affects the contribution to output result for organization namely quantities, quality, presence at work, time period and cooperative attitude. Based on Bangun in Suryo (2017) Performance is an outturn that has been achieved by someone based on work standards such as expected level of a particular job to be completed and compared to the goals or targets to be achieved.

Accordance to Colquitt et. al (2015: 33) there are three factors which influence Employee Performance, namely: 1) Citizenship Behavior, 2) Task Performance 3) Counterproductive Behavior. According to Bangun in Suryo (2017) job could be measured by dimensions such as: 1) Work Quantity, 2) Time accuracy 3) Job Quality, 4) Cooperation Capability, 5) Attendance.

E. Research Framework

➢ *Connection between Leadership with Employee Performance*

Based on Robert and Melinda (2018) said that Transactional Leadership has a positive impact towards Employee Performance. Based on Nawawi in Rumokoy (2017: 437). Leadership is the behavior or method that chosen by the leader to influencing the thoughts, feelings, attitudes and behavior of theirs subordinate members in organization. Leadership plays an important role to fixing employee performance.

H1: Transactional Leadership has positive and stong impact over the Performance of Employees on marketing division at KSP Sejahtera Bersama BSD Branch.

➢ *Connection between Compensation to Employee Performance*

Based on Alwan and Djastuti (2018) in research journal said Compensation has positive and strong reaction over Employee Performance. Compensation has an important role to fixing up employee performance because compensation is the most important thing for employees, if the compensation received by employees is not optimal or not in accordance with the expectations and responsibilities of their employees, the employee will look for other jobs in order to get better compensation from the prior one.

H2: Compensation has positive and strong reaction over Employees Performance on marketing division at KSP Sejahtera Bersama BSD Branch.

➢ *Connection between Motivation to Employee Performance*

Based on Syaifullah and Prasetyo (2018) in research journal said motivation has a partially positive reaction over an employee performance. Motivation is a will or desire that arises on Employee's thought and could creates enthusiasm or an drive factor to work optimally and achieve goals. The stronger a person's motivation, the stronger his efforts to achieve goals.

H3: Accomplishment Motivation has positive and strong reaction over Employees Performance on marketing division at KSP Sejahtera Bersama BSD Branch.

➢ *Connection of Leadership, Compensation and Motivation to Employee Performance*

From those explanations that mentioned above, Transactional Leadership, Compensation and Accomplishment Motivation to Employee Performance in theory and was support by the previous research have a strong influence. If Transactional Leadership, Compensation and Achievement Motivation are improved together, so with Employee Performance And vice versa Then there has an connection between its together Transactional Leadership, Compensation and Achievement Motivation for Employee Performance.

H4: Transactional Leadership, Compensation and accomplishment Motivation has an influential and significant impact against Employees Performance on marketing division at KSP Sejahtera Bersama BSD Branch.
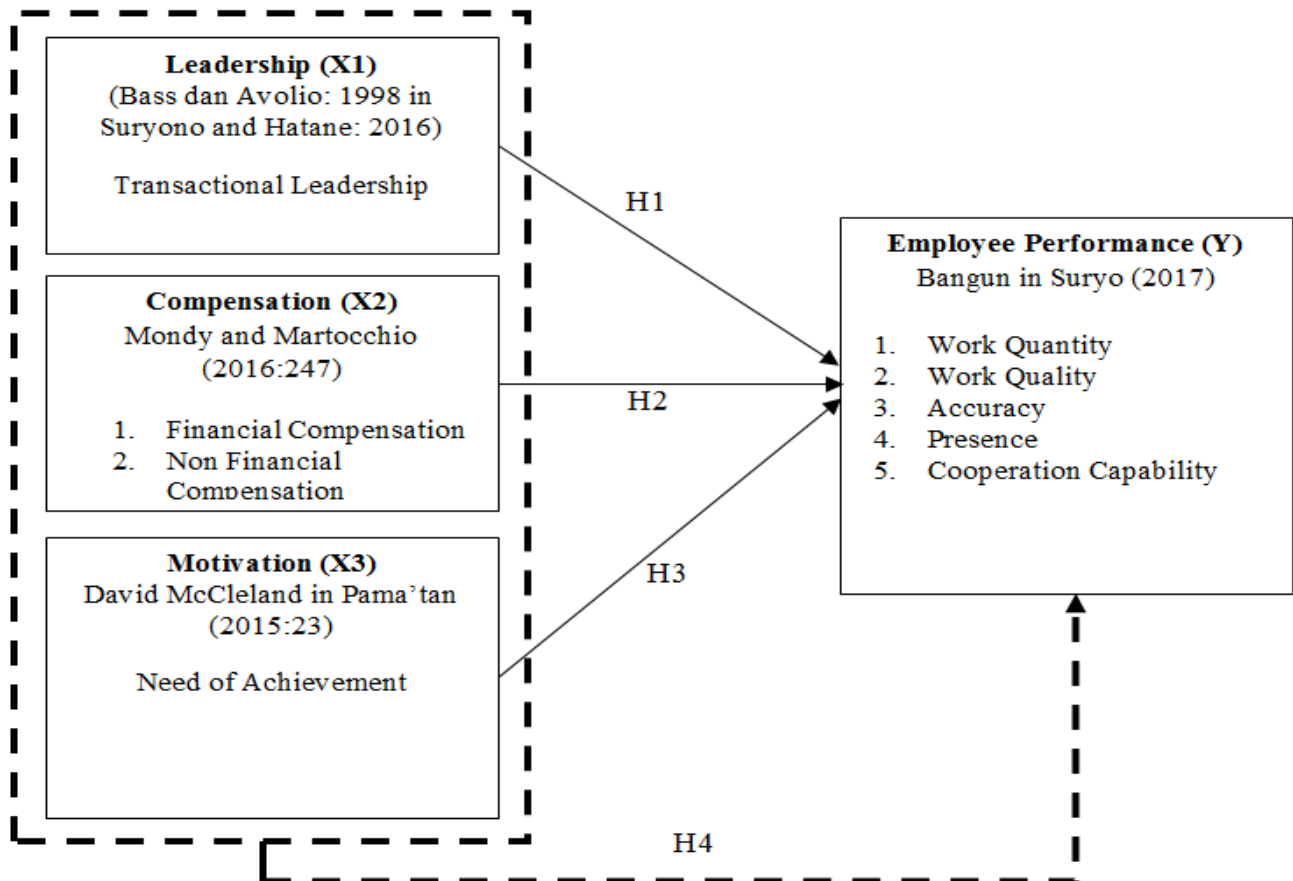
Fig. 1:- Thinking Framework
Source: Author's Processed Data (2019)

III. RESEARCH METHODS

A. Research Design

This research uses quantitative type methods by using premier data in form of surveys. As for research designs using explanatory or causal. This causal approach has aim to see the connection between variables under thess research like discover more about cause and effect, therefore there are independent variables (X) and dependent (Y) in it.

B. Population and Sampling Method

The population were 89 employees of Marketing Division at KSP Sejatera Bersama BSD Branch. Researchers used non-probability sampling with saturated sampling type.

C. Data Analysis Technique

The data analysis technique based on this research were multiple linear regression models with help of SPSS before examination the respondents who answer first would test validity and reliability. Then after the data were declared valid and reliable it would continued with descriptive statistical tests and classic assumption tests which consist of normality, multicollinearity, and autocorrelation tests. If the classical assumption test is fulfilled, multiple linear regression testing and correlation coefficients are performed.

IV. RESULTS

A. Descriptive of Statistical Test Results on Research Variables

Based on Ghozali (2016: 19) descriptive statistics provide an image or description from data seen from the mean (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness (skewed distribution).

Based on the results above, it is known that the employees of marketing division at KSP Sejahtera Bersama BSD branch showed good leadership with an average value of 2.873 up above standard deviation of 1.325.

Based on the results over descriptive statistical test of research variable, it is known that the employees of the marketing division at KSP Sejahtera Bersama BSD branch has showed good compensation with an average value of 2,514 with standard deviation of 1.376.

Based on the results over descriptive statistical test of research variable, it is known that the employees of marketing division at KSP Sejahtera Bersama BSD branch has showed good motivation with an average value of 3.124 with standard deviation of 1.329.

Based on the results over descriptive statistical test of the research variable, it is known that the employees of marketing division at KSP Sejahtera Bersama BSD branch has showed good employee performance with an average value of 2.956 with standard deviation of 1.319.

B. Statistical Test Results

➢ *Validity Test Results*

Based on Table 4, it is known that all components of the indicator on leadership variable has valid information because the value of positive person correlation and where r count > r table.

Dimension	Indicator	r count	r table	Information
Transactional Leadership	X1.1	0,947	0,206	Valid
	X1.2	0,793	0,206	Valid
	X1.3	0,939	0,206	Valid
	X1.4	0,924	0,206	Valid

Table 4:- Validity of Leadership Instruments
Source: Results of data processing with SPSS Version 21.00

Based on Table 5 it shows that all indicators on compensation variable had valid information, because the value of positive person correlation and where r count > r table.

Dimension	Indicator	r count	r table	Information
Financial Compensation	X2.1	0,966	0,206	Valid
	X2.2	0,901	0,206	Valid
	X2.3	0,975	0,206	Valid
	X2.4	0,936	0,206	Valid
	X2.5	0,954	0,206	Valid
Non-Financial Compensation	X2.6	0,964	0,206	Valid
	X2.7	0,966	0,206	Valid
	X2.8	0,966	0,206	Valid

Table 5:- Validity of Compensation Instruments
Source: Results of data processing by SPSS Version 21.00

Based on Table 6 shows that all indicators on motivation variable has valid information, because the value of positive person correlation and where r count > r table.

Dimension	Indicator	r count	r table	Information
Need of Achievement	X3.1	0,652	0,206	Valid
	X3.2	0,940	0,206	Valid
	X3.3	0,722	0,206	Valid

Table 6:- Validity of Motivation Instruments
Source: Results of data processing with SPSS Version 21.00

Based on table 7 it shows that all indicators on performance variable had valid information, because the value of positive person correlation and where r count > r table.

Dimension	Indicator	r count	r table	Information
Work Quantity	Y.1	0,358	0,206	Valid
	Y.2	0,949	0,206	Valid
	Y.3	0,910	0,206	Valid
Work Quality	Y.4	0,896	0,206	Valid
	Y.5	0,862	0,206	Valid
Accuracy	Y.6	0,734	0,206	Valid
	Y.7	0,971	0,206	Valid
	Y.8	0,961	0,206	Valid
Presence	Y.9	0,884	0,206	Valid
	Y.10	0,913	0,206	Valid
Cooperation Capability	Y.11	0,967	0,206	Valid

Table 7:- Validity of Employee Performance Instruments
Source: Results of data processing with SPSS Version 21.00

➢ *Reliability Test Results*

Based on table 8 the reliability test results have reliable information. That because the calculated alpha value > alpha table.

Variable	Alpha Cronbac'h Value (count)	Alpha Cronbac'h Value (table)	Information
Leadership	0,918	0,70	Reliable
Compensation	0,985	0,70	Reliable
Motivation	0,770	0,70	Reliable
Employee Performanca	0,965	0,70	Reliable

Table 8:- Results of Data Reliability Tests
Source: Results of data processing with SPSS Version 21.00

C. Classic Assumption Test Results

➢ *Normality Test Results*

The results of table 9 stated that the amount of K-S test value is 1.197 with significance of 0.114 because the K-S significance value of 1.197 > 0.05 or Ha was rejected and Ho was accepted it could be stated that all data is normally distributed.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		89
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,06601003
Most Extreme Differences	Absolute	,127
	Positive	,127
	Negative	-,065
Kolmogorov-Smirnov Z		1,197
Asymp. Sig. (2-tailed)		,114

a. Test distribution is Normal.

Table 9:- Results of the Normality Test with Kolgomorov-Smirnov

Beside using the K-S test, to examine normality the researchers also could using a normal probalit plot graph or P-plot. Based on Figure 1 it is known that the data are normally distributed. This could be seen through the spread of the points that touch and spread on the diagonal line in the picture and the spread follows the direction of the diagonal line.
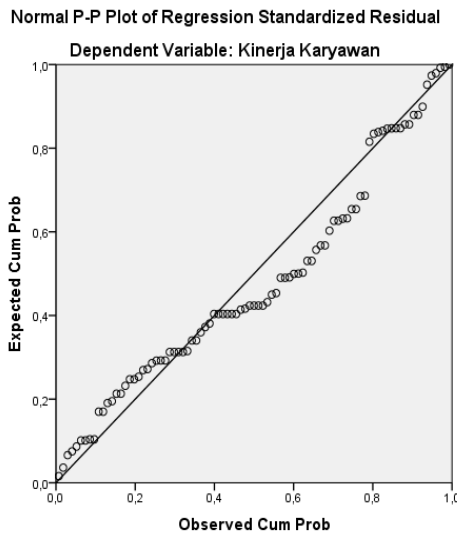
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Kinerja Karyawan

Fig. 2:- Test Results for Normality by P-Plot

➢ *Multicollinearity Test Results*

Based on Table 10 the tolerance value of each independent variable has a tolerance value > 0.10 and VIF value < 10, meaning that there is no multicollinearity between the leadership, compensation and motivation variables that used in these regression model.

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	,101	9,197
	Compensation	,116	8,615
	Motivation	,108	9,219

Table 10:- Multicollinearity Test Results
Source: Results of data processing with SPSS Version 21.00

➢ *Heteroscedasticity Test Results*

Figure 3 states that the scatterplots graph do not form a clear pattern and the points are spread randomly above and below the number 0 on the Y axis. It can be defined that there is no heteroscedasticity in these regression model so the regression model is feasible to use.
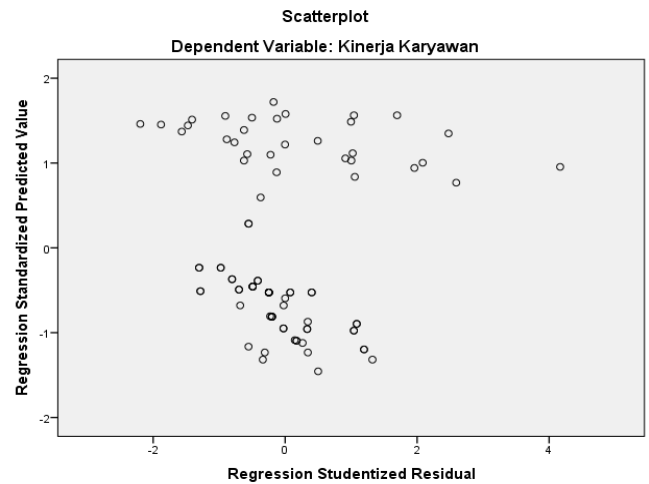
Scatterplot
Dependent Variable: Kinerja Karyawan

Fig. 3:- Heteroscedasticity Test Results

D. *Data Analysis Test Results*

➢ *Multiple Linear Analysis Test Results*

The next test was multiple linear regression which aims to examine the partially influence between the independent variables on the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3,222	1,291		2,497	0,014
	Leadership	0,762	0,222	0,318	3,429	0,001
	Compensation	0,480	0,093	0,440	5,169	0,000
	Motivation	0,846	0,326	0,229	2,596	0,011

Table 11:- Multiple Linear Test Results
Source: Results of data processing with SPSS Version 21.00

Based on Table 11 it can be form the regression equation as it belows :

$$Y = 3.222 + 0.762\,X1 + 0.480\,X2 + 0.846\,X3 + e$$

➢ *t Test Results (Partial Hypothesis Test)*

Criteria used if the value of sig. smaller than alpha (5%), it can be said that there is an influence between the independent variables on the dependent variable partially.

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	3,222	1,291		2,497	0,014
	Leadership	0,762	0,222	0,318	3,429	0,001
	Compensation	0,480	0,093	0,440	5,169	0,000
	Motivation	0,846	0,326	0,229	2,596	0,011

Table 12:- t Test Results (Partial Hypothesis Test)
Source: Results of data processing with SPSS Version 21

➤ *F Test Result (Simultaneous Hypothesis Test)*
Based on Table 13, the Fcount value of 367,189 > Ftable value of 2,711 or by seeing at the significance of 0,000,it was far below than 0.05 so it could be stated that the sample tested statically obtained very strong proven that independent variable (Transactional Leadership, Compensation , Accomplishment Motivation) togetherness has positive and strongly reaction over Employee Performance.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10720,673	3	3573,558	367,189	,000[b]
	Resudual	827,237	85	9,732		
	Total	11547,910	88			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Motivation, Compensation, Leadership

Table 13:- F Test Results (Simultaneous Hypothesis Test)
Source: Results of data processing with SPSS Version 21

➤ *The Results of Determination Coefficients (R^2)*
Based on Table 14, the determination coefficient on the adjusted R square is 0.928 This shows that the ability of the independent variable (Transactional Leadership, Compensation and Achievement Motivation) could explaining variations that occur in Employee Performance of 92.8%, while the rest (100% -92.8 %) or 7.2% was explained by other variables not included in these model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,964[a]	,928	,926	3,11965

a. Predictors: (Constant), Motivation, Compensation, Leadership
b. Dependent Variable: Employee Performance

Table 14:- Determination Coefficient test results
Source: Results of data processing by SPSS Version 21

➤ *Interdimensional Correlation Analysis Test Results*

Variabel		Employee Performance				
		Quality	Quantity	Accurace	Presence	Cooperation Capability
Leadership (X1)	Transactional	0,885	0,884	0,912	0,916	0,920
Compensation (X2)	Financial	0,849	0,856	0,876	0,885	0,922
	Non-Financial	0,880	0,882	0,931	0,919	0,964
Motivation (X3)	Need of Achievement	0,877	0,832	0,906	0,899	0,918

Table 15:- Correlation Matrix Between Dimensions
Source: Data Processing Results by SPSS Version 21

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the discussion regarding the influences of Leadership, Compensation and Motivation on Employee Performance of Marketing Division at KSP Sejahtera Bersama BSD Branch, the following conclusions can be drawn:

1) Transactional leadership has positive and strong impact over Employee Performance.
2) Compensation has a positive and strong reaction over employee performance.
3) accomplishment Motivation has positive and strong reaction over Employee Performance.
4) Transactional Leadership, Compensation and Achievement Motivation togetherness has positive and significant impact over Employee Performance.

B. Suggestion

➢ *Account Manager (AM) and Financial Advisor (FA) Advice for Leadership*

Based on the results of the correlation between the dimensions of the four variables, as well as the analysis of the discussion and some conclusions above, a number of suggestions can be made to the Management of KSP Sejahtera Bersama.

In order to meet those expectations regarding leadership for Account Manager (AM) the researchers provide the following suggestions:

1) A leader is expected to understand the strengths and weaknesses of each team owned by each Account Manager (AM).
2) A leader could become a mediator by providing quick and appropriate decisions and solutions if there has problems occur and cannot be solved by an Account Manager (AM).
3) A leader could evaluate the performance of each Account Manager (AM) periodically to find out the achievement of their targets in order to achieving these branch targets.

In order to fulfill the expectations of the Financial Advisor (FA) regarding Leadership, the researchers provide the following advice such as:

1) A leader could establish good communication and has no limits to Financial Advisors (FA).
2) A leader could improve good relations by doing activities together outside working hours such as gathering, eating together and others which purposed to get to know individually with the Financial Advisor (FA).
3) A leader is able to control his emotions well in order to create a comfortable working atmosphere for Financial Advisors (FA).

➢ *Account Manager (AM) and Financial Advisor (FA) Advice for Compensation*

In order to fulfill the expectations of Account Manager (AM) regarding Compensation, the researcher provides these following suggestions:

1) Provide compensation and rewards in accordance with the position in each line under his leadership so the loyalty would maintained.
2) Provide fixed compensation received by the Account Manager (AM) in form of money to entertain members whose the nominal is decided by the percentage of targets that have been achieved.
3) Providing Branch Operations to make easier for Account Managers (AM) to canvas to those prospective customers.

In order to fulfill the expectations of Financial Advisor (FA) regarding Compensation, the researcher provides these following advice:

1) Provide fixed compensation in form of food allowances, transportation fees and basic salaries based on grade without deductions if the employee does not reach the target.
2) Give rewards in form of holidays to Financial Advisors (FA) who reach the highest target in order to create better performance.
3) Give a special bonus to the Financial Advisor (FA) because the marketing division is the most important division in getting new customers to save funds in Koperasi.

➢ *Account Manager (AM) and Financial Advisor (FA) there has Suggestions for Motivation*

In order to fulfill the expectations of the Account Manager (AM) regarding Accomplishment Motivation, the researcher gives these following suggestions:

1) Provide motivation skills training to Account Managers (AM) in a fun way such as outbound outside the office.
2) Give a good real example of success or success that has been achieved by him in order to be a motivation for followers.
3) Get promotions to become a Branch Manager (BM) if the Account Manager (AM) could reach the target for 1 full year.

In order to fulfill the expectations of the Financial Advisor (FA) regarding Accomplishment Motivation, the researcher provides these following suggestions:

1) Leaders should pay attention to those Financial Advisors (FA) who excel their job such as positions or job promotions because the recognition and appreciation for employees would getting them more valued and motivated to work further miles.
2) Expanding the exhibition network in various government and private agencies to achieve the target of Financial Advisors (FA).
3) Always provide a complete sales toolkit such as product brochures, souvenirs for customers or booths for exhibitions.

➤ *Suggestions for Further Researchers*

It could continue with similar research and were expected to be able to add or use other variables in facing competition and business challenges especially in the field of koperasi and should increase the number of research populations not just at one branch but probably could add more so the research results could be more wider and developed beside that could add other analytical tools in further research such as PLS or SEM.

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