

## The Influence of Leadership, Education and Compensation on Employee Performance at Bank Jatim Syariah KCP Sampang

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### ABSTRACT

*The research method used is descriptive quantitative research. The population in this study were 30 employees of Bank Jatim Syariah KCP Sampang. Samples were taken as many as all employees as respondents. The variable used in this study is the dependent variable, namely Employee Performance (Y), and the independent variable consists of Leadership (X1), Education (X2) and Compensation (X3). The results showed that either simultaneously or partially the variables of Leadership, Education and Compensation had a significant effect on employee performance, in which the education variable had a dominant influence on employee performance. Therefore, companies should maintain good education between leaders and employees in the company.*

**Keywords:** Leadership, Education, Compensation, Employee Performance

### Introduction

Banks are not something foreign to people in developed countries. People in developed countries really need the existence of banks. Banks are considered as a safe financial institution in carrying out various kinds of financial activities. Financial activities that are often carried out by people in developed countries include storing funds, investing, sending money from one place to another or from one area to another quickly and safely, as well as other financial activities<sup>1</sup>.

Banking in the life of a country is one of the agents of development. This is due to the main function of banking itself, namely as an institution that collects funds from the public in the form of deposits and distributes them back to the public in the form of credit or financing. This function is commonly referred to as the financial intermediary function<sup>2</sup>.

Human resources can be said to be the key to the success of the organization and are assets or assets that must be developed, valued, maintained, and not just exploited, so that their existence can make a major contribution to the success of the company. In

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<sup>1</sup> Ismail. (2010). *Manajemen perbankan dari teori menuju aplikasi*. Prenada media.

<sup>2</sup> Ilyas, R. (2015). Konsep pembiayaan dalam perbankan syariah. *Jurnal Penelitian*, 9(1), 184.

addition, each human/individual in the company has different wants/needs/goals for that they need to be nurtured so that their respective goals can be integrated with the company's goals<sup>3</sup>.

Human resources are resources that are used to synergize other resources for company goals<sup>4</sup>. The role of employees is very large in achieving the success of the company, the thing to consider is employee performance, namely service. The success of a company is determined by the services provided. Every company will certainly improve the performance of its employees, with all of this, the company's goals will be achieved in the future.

Employee performance is an action taken by employees in carrying out the work given by the company<sup>5</sup>. Every company always expects its employees to have achievements, because having employees who excel will make an optimal contribution to the company. In addition, by having employees who excel the company can improve the company's performance. In other words, the continuity of a company is determined by the performance of its employees. Leaders are always synonymous with rulers. In turn, it is said that one style of leadership is a reflection of a certain power structure.

Leadership is one of the factors that shape and help others to work and enthusiastically achieve the planned goals in relation to the success of the organization in realizing the goals largely determined by leadership and the high performance of employees in carrying out their duties.

Seeing the importance of leadership on performance, it is necessary for leaders who can really carry out their functions properly so that all parties in an organization/company can carry out their duties properly. Handoko<sup>6</sup> said: "In reality, leaders can influence morale and performance, work loyalty, security, quality of work life, especially the level of performance of an organization".

Education is a basic stage that is determined based on the level of development of students, the goals to be achieved and the capabilities developed (Law No. 20, 2003). The level of education is the stage of education that is determined based on the level of

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<sup>3</sup>Yuniarti, D., & Suprianto, E. (2014). *PENGARUH GAYA KEPEMIMPINAN DAN TINGKAT PENDIDIKAN TERHADAP KINERJA KARYAWAN PADA DIREKTORAT OPERASI/PRODUKSI PT. X*. 4(1).

<sup>4</sup> Heather, K. S., Laschinger, M., A. day, L., & D, G. (2009). Workplace empowerment, invicility, and burnout: impact of staff nurce recruitment and retention outcomes. *Journal of Nursing Management*, 17.

<sup>5</sup> Handoko, T. H. (2003). *Manajemen*. Liberty, Edisi kedua.

<sup>6</sup> Ibid.

development of students, the goals to be achieved and the willingness to be developed. Higher levels of education will obtain more information and implement it in daily behavior and lifestyle.

This compensation can be in the form of financial or non-financial, direct financial compensation consists of payments obtained by employees in the form of salaries, wages, bonuses and commissions. Indirect compensation, also known as benefits, includes all financial rewards that are not covered by direct compensation. Non-financial compensation consists of the satisfaction that a person gets from the job itself, or from the physical environment in which the person works<sup>7</sup>.

The size of the compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees and their families<sup>8</sup>. If the remuneration he receives is higher, his status is getting better, and the fulfillment of his needs is getting more and more. Thus, job satisfaction is getting better<sup>9</sup>. The purpose of compensation carried out by the company, among others, is to appreciate employee performance, ensure fairness among employees, retain employees, obtain higher quality employees, and the compensation system must motivate employees<sup>10</sup>.

## Literature Review

### Leadership

Kartono stated "leadership is the ability to give constructive influence to others to make a cooperative effort to achieve the stated goals"<sup>11</sup>. The quality of the leader is considered the most important factor in success or failure, as well as the success or failure of an organization or institution is usually perceived as the success or failure of the leader. and goal-directed workloads. Leaders need to carry out serious coaching to employees so that they can lead to satisfaction and commitment so that in the end they can improve high performance.

The success of leading subordinates in the organization is one of the keys to the effectiveness of the implementation of the work, and can further lead to success in

<sup>7</sup> Soeriawibawa, R. D., Kusumawati, I., & Siswanto, A. (2017). Pengaruh Kompensasi Terhadap Motivasi Kerja Karyawan Bagian Produksi CV.Triady Motor. *SMART Study & Management Research*, 14(2), 10–17.

<sup>8</sup> Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.

<sup>9</sup> Rozzaid, Y., Herlambang, T., & Devi, A. M. (2015). Pengaruh Kmpensasi dan Motivasi terhadap Kepuasan Kerja Karyawan Kerja Karyawan (Studi Kasus Pada PT. Nusapro Telemedia Persada Cabang Banyuwangi). *Jurnal Manajemen Dan Bisnis Indonesia*, 1(2), 201–220.

<sup>10</sup> Ibid

<sup>11</sup> Kartono, K. (2010). *Pemimpin dan Kepemimpinan*. PT. Raja Grafindo Perkasa.

achieving organizational goals. In this final report, the leadership variable in question is the leadership style according to Rensis Likert<sup>12</sup>.

### **Education**

Education is an absolute thing that must be met in order to improve the quality of human resources. The challenge in the world of education today is how to prepare the quality of human resources that will be able to compete in a global era that demands high skills and creativity. Education can be said as a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character and skills needed by themselves, society, nation and state. To achieve employee performance, as expected, it is necessary to pay attention to several factors that affect employee performance, namely external factors and internal factors.

The existence of technological developments that are increasingly advanced from time to time, makes competition in the world of work increase. This is due to globalization and modernization. If an organization or agency cannot respond to this, the continuity of activities or work within the organization or agency will be hampered. For this reason, it is necessary to have a good system that must be owned by every organization. An agency must be supported by capable human resources because human resources play a very important role in running a business or activity within the agency<sup>13</sup>.

The level of education of an employee can increase the competitiveness of the company and improve the productivity of the company. The researcher concludes that education is a process of developing capabilities in the direction desired by the organization concerned<sup>14</sup>.

### **Compensation**

As a form of appreciation for the submission and giving of all employee performance results to the company, the company provides compensation as a source of

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<sup>12</sup>Yuniarti, D., & Suprianto, E. (2014). *PENGARUH GAYA KEPEMIMPINAN DAN TINGKAT PENDIDIKAN TERHADAP KINERJA KARYAWAN PADA DIREKTOREAT OPERASI/PRODUKSI PT. X*. 4(1).

<sup>13</sup>Notoatmodjo, S. (2003). *Pengembangan Sumber Daya Manusia*. PT Rineka Cipta.

<sup>14</sup>Hariandja, E. (2002). *Manajemen Sumber Daya Manusia*. Grasindo

income for the employee concerned. Compensation will always be linked to the quantity, quality and benefits of services provided by employees for the company where they work. Providing compensation to these employees will affect how much the organization's goals can be achieved, it can even affect the survival of the company.

A good compensation system is a system that is able to ensure the satisfaction of company members which in turn allows the company to acquire, maintain, and employ a number of high-performing employees for the common good. Employees have various expectations from the company, and so does the organization towards employees. The financial compensation system will complement the procedures for determining the market rate of job appraisal, establishing and maintaining a pay structure, as well as providing benefits to employees<sup>15</sup>.

### **Employee performance**

Employee performance is an action taken by employees in carrying out the work given by the company<sup>16</sup>. Every company always expects its employees to have achievements, because having employees who excel will make an optimal contribution to the company. In addition, by having employees who excel the company can improve the company's performance. In other words, the continuity of a company is determined by the performance of its employees. According to Rivai, performance is a function of motivation and ability to complete a task or job. A person should have a certain degree of willingness and level of ability. Efforts to improve employee performance, including by paying attention to the level of education. In carrying out the work, employees are also inseparable from the level of education they have. In addition, work experience is also very necessary for employees to improve their performance. According to Martoyo "Work experience is the length of time an employee has worked in the workplace from the time he was accepted at the workplace until now" (Martoyo, 2007).

Based on the problems that become the background of this research, namely regarding the influence of leadership, education level and compensation on employee performance at the bank Jatim Syariah Sampang sub-branch office and based on

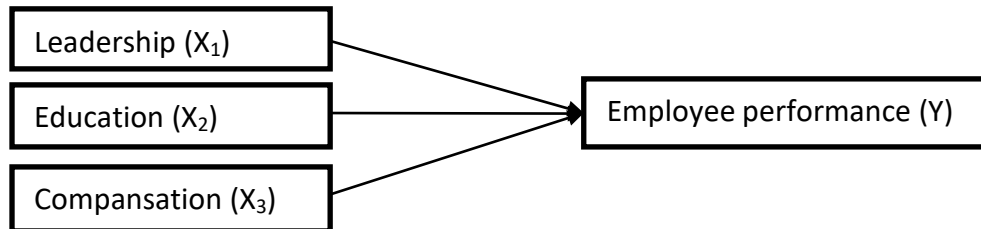
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<sup>15</sup> Rumere, L. O., Pio, R. J., & Tampi, J. R. E. (n.d.). PENGARUH KOMPENSASI TERHADAP KINERJA KARYAWAN PT. BANK TABUNGAN NEGARA (PERSERO), TBK. KANTOR CABANG MANADO. *Jurnal Administrasi Bisnis*, 1–6.

<sup>16</sup> Handoko, T. H. (2003). *Manajemen*. Liberty, Edisi kedua.

theoretical studies and previous studies, a framework can be made as shown in Table 1 below

**Table 1**  
Framework



**Source:** data developed in this study (2021)

The table shows that in this study, all independent variables, namely leadership, education and compensation, are suspected to be the cause and influence on employee performance, either partially or simultaneously.

The hypotheses in this study are as follows:

- a. There is a positive influence of leadership on the performance of employees of Bank Jatim Syariah KCP Sampang.
- b. There is a positive effect of education on the performance of the employees of Bank Jatim Syariah KCP Sampang.
- c. There is a positive effect of compensation on the performance of the employees of Bank Jatim Syariah KCP Sampang.
- d. There is a positive influence of leadership, education and compensation on the performance of the employees of Bank Jatim Syariah KCP Sampang.

## RESEARCH METHODS

### Population

Population is "a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions"<sup>17</sup>. The population in this case used is all employees at Bank Jatim Syariah KCP Sampang.

<sup>17</sup> Sugiyono. (2014). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

## Sample

Sugiyono said of the research The sample is part of the number of characteristics possessed by the population. Determination of the number of samples is an estimate. According to Arikunto (2011:131) the sample is "a part or representative of the population being studied". It is called sample research if we intend to generalize the results of sample research<sup>18</sup>.

The research approach is a quantitative approach that is descriptive and associative. While the population in this study were all Bank Jatim Syariah employees at the Sampang Sub-Branch Office, amounting to 30 people. This sample uses a saturated sample or also known as a census sample, which is taking the entirety of the total population used for the research sample. The data analysis technique used is the classical assumption test, multiple linear regression test, hypothesis testing and the coefficient of determination test.

## Research Location and Time

### 1. Research Location

The location of the object of research is the employee of Bank Jatim Syariah KCP Sampang, whose address is at Jl. Jalan Attorney General Suprpto 65, Gunung Sekar, Sampang District, Sampang Regency.

### 2. Research Time

The time of this research was carried out in April 2021 - May 2021 to conduct field surveys and collect data needed by researchers.

## Data Types and Sources

Data collection techniques are explained about how data is collected before being processed and analyzed. In collecting this data, it comes from primary data and secondary data with the following explanation:

### 1. Primary Data

Azwar (2010:35) primary data is data obtained directly from research subjects by using measuring devices or data retrieval tools directly on the subject as a source of information sought. In this writing.

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<sup>18</sup> Ibid.

## 2. Secondary Data

Azwar (2010:86) secondary data is data obtained through other parties, not directly obtained by researchers from the research subject.

### **Data source**

The data sources in this study came from employees of Bank Jatim Syariah KCP Sampang.

## **DISCUSSION**

### **DATA ANALYSIS**

#### 1. Validity and Reliability Test Results

Based on the results of validity testing conducted on the questionnaire statement instrument from each variable, it can be obtained that the level of education, business scale and length of business are valid. Meanwhile, based on reliability testing, each variable has a high level of reliability because  $r$  is greater than 0.60 so it can be concluded that each variable meets the reliable criteria.

#### 2. Classic assumption test

The results of the normality test using the Kolmogorov-Smirnov test can be seen that the Asymp. Sig. (2-tailed) for the Leadership variable is 0.965, Education Level is 0.756, Compensation is 0.952 and the performance variable is 0.517 because all variables  $> 0.05$ , it can be concluded that the data in this study is normally distributed.

The results of the heteroscedasticity test using scatterplot images, it can be seen that the points are spread out and do not form a pattern. So it can be concluded that the data in this study does not occur heteroscedasticity.

The results of the multicollinearity test using the Variance Inflation Factor (VIF) test showed that each variable tested had a value of  $< 10$ . Thus, it can be concluded that in this study there were no symptoms of multicollinearity.

The results of the autocorrelation test with the Durbin Watson test obtained a  $dl$  value of  $1.214 < 1.474 < 1.650$  du. Thus, it can be concluded that there is no autocorrelation symptom in the regression equation.



Based on multiple regression analysis with the help of SPSS 20.0 software for Windows, the calculation results are obtained which can be described in the following table:

**Tabel 2**  
**Multiple Regression Results**

Variable	Regression Coefficient	t count	Sig.
konstan	4,634	0,991	0,006
leadership	0,156	1,834	0,007
education	0,425	2,430	0,001
compensation	0,216	1,761	0,012
Adjusted R Square	0,460		

Source: secondary data processed from SPSS, 2021

Based on the table above, the results of multiple regression can be made into the following equation:

$$Y = 4.634 + 0.156 + 0.425 + 0.216$$

Based on the results of testing the first hypothesis, the value of t arithmetic > t table is  $1.834 > 1.701$  with a sig value.  $0.007 < \text{value } 0.05$ . So  $H_0$  is rejected and  $H_a$  is accepted. And the direction of the coefficient is positive. Thus it can be concluded that leadership has a significant positive effect on employee performance.

Based on the results of testing the second hypothesis, the value of t count > t table is  $2,430 > 1,701$  with a sig value.  $0.001 < \text{value } 0.05$ . So  $H_0$  is rejected and  $H_a$  is accepted. And the direction of the coefficient is positive. Thus it can be concluded that education has a significant positive effect on employee performance.

Based on the results of testing the third hypothesis, the value of t count > t table is  $1.761 > 1.701$  with a sig value.  $0.012 < \text{value } 0.05$ . So  $H_0$  is rejected and  $H_a$  is accepted. And the direction of the coefficient is positive. Thus, it can be concluded that compensation has no significant positive effect on employee performance.

Based on the results of testing the fourth hypothesis, the calculated F value is 51.022 with a significant level of 0.000 (smaller than 0.05 significant), while the Ftable value is 2.92. This means that the value of Fcount  $9.240 > 2.92$  and a significant level of  $0.000 < 0.05$ , so the decision is that leadership, education and compensation simultaneously have an influence on employee performance at the bank Jatim Sampang sub-branch office.

Based on the results of the determination test, the Adjusted R Square value is 0.460. This means that 46.0 percent of the variation in the variable changes in the use of accounting information can be explained by variations in changes in the variables of education level, business scale and length of business, while 54.0% can be explained by other variables that are not accurate.

## **CLOSING**

### **Conclusion**

Based on the results of the research and discussion as well as the analysis that has been carried out in the previous chapter, this chapter presents the following conclusions:

1. The results of the study prove that the leadership aspect has a significant influence on the performance of Bank Jatim Syariah employees. This is evidenced by the regression equation for leadership t-test is greater than t-table.
2. The results of the study prove that the educational aspect has an effect on the performance of Bank Jatim Syariah employees. This is evidenced by the regression equation for the t-count test for education which is greater than t-table.
3. The results of the study prove that the compensation aspect has a positive and insignificant effect on the performance of Bank Jatim Syariah employees. This is evidenced by the regression equation of the t-test is greater than the t-table test but is not significant, thus compensation is not able to give a positive effect on performance.
4. The results of the study prove that leadership, education and compensation together have a significant effect, both in the F test where the F-count is greater than the F-table and the significance value on the performance of Bank Jatim Syariah employees.

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