THE INFLUENCE OF PRINCIPAL COMPENSATION AND LEADERSHIP ON TEACHER PERFORMANCE AT STATE 5 JUNIOR HIGH SCHOOL (SMP) HIGH CLUB CITY WITH WORK MOTIVATION AS INTERVENING VARIABLES

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Abstract

This study aims to determine the effect of compensation and leadership on teacher performance through work motivation as an intervening variable at SMP Negeri 5 Tebing Tinggi. The research method used is a quantitative method using SPSS version 25.00. The data collected from the results of distributing questionnaires to teachers of SMPN 5 Tebing Tinggi were 39 respondents. The analytical method used in this study is to use an instrument test, namely the validity and reliability test. The classical assumption test is normality test, multicolonearity test, heteroscedasticity test, multiple linear regression analysis, coefficient of determination (R2) analysis, hypothesis testing, namely T test and path analysis. The results of SPSS in this study are the Leadership variable (X1) has no effect on the work motivation variable (Z),

Keywords: Leadership, Compensation, Work Motivation, Performance

INTRODUCTION

As professional staff, teachers are expected to have good performance so that they can produce quality graduates or students.(Smith, 2014), states that "performance is output derives from processes, human otherwise" which means performance is the result of a process carried out by humans. Middle School (SMP) Negeri 5 Tebing Tinggi is one of 10 State Junior High Schools in Tebing City Colleges who have good teacher performance can be seen from the results of performance appraisals carried out by school supervisors.

Teacher performance has a vital role in a school so that performance is used as a reflection of the school's ability to manage and allocate its resources in certain fields. Compensation is an award received by an employee in carrying out work, from the results of research conducted by(Digdowiseiso and Seftia, 2021)which shows the results of compensation affect the performance. In theory(Suparyadi, 2015), states that compensation is the overall reward received by employees as a reward for the contributions made to the organization, both financial and non-financial.

In human resource management, performance is greatly influenced by the leader of the human resources itself, a leader of an educational institution/school is the

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principal.(Moekijat, 2016) looked at that*leadership* is actually as a result of one-way influence, because leader may have certain qualities that distinguish him from his followers.

Another factor that can affect performance is work motivation, based on the opinion of LePine and Wesson in (Wibowo, 2014)provides a definition of work motivation as a set of energetic forces both from within and outside of work, starting from work-related efforts, considering the direction, intensity and persistence.

LITERATURE REVIEW

According to(Robbins, Stephen and Coulter, 2015), performance is the end result of an activity. This understanding means that, performance is the end result of an activity.(Smith, 2014), states that "performance is output derives from processes, human otherwise" which means performance is the result of a process carried out by humans. According to(Mankunegara, 2015), suggests that performance means that both behavior and behavioral outcomes originate from actors and change performance from abstraction to action, not only instruments for outcomes, behaviors are also results in themselves both from the product of mental and physical effort applied to tasks and can be assessed from results .

According to William and Keith Davis in(Hasibuan, 2016), defines compensation as something that employees receive as a substitute for their service contributions to the company, whether hourly wages or periodic salaries are designed and managed by the personnel department. While Sastrohadiwiwiryo in(Sinambela, 2016), said that compensation is compensation for services or remuneration provided by the organization to workers, because these workers have contributed energy and thoughts for the progress of the organization in order to achieve the goals set.(Suparyadi, 2015), states that compensation is the overall reward received by employees as a reward for the contributions made to the organization, both financial and non-financial.

According to(Kartono, 2011)leadershipIs the activity or art of influencing other people to want to cooperate based on the person's ability to guide others in achieving the goals desired by the group.(Moekijat, 2016)looked at that*leadership* is actually as a result of one-way influence, because leadermay have certain qualities that distinguish him from his followers. whereas(Judges, 2016) Leadership is the ability of individuals to influence, motivate and enable others to contribute to the effectiveness and success of the organization.

According to(Ritonga, (2015)motivation is an impulse that arises in a person both consciously and unconsciously to do something with a specific purpose(Sarang Uno and Koni, 2012)provides a definition of work motivation as a force within a person that influences the direction, intensity and persistence of a person's voluntary behavior to do work. LePine and Wesson in(Wibowo, 2014)provides a definition of work motivation as a set of energetic forces both from within and outside of work, starting from work-related efforts, considering the direction, intensity and persistence.

METHOD

Data collection techniques or methods used in this research are interviews and distributing questionnaires. The data source for this research was obtained directly from the original source (not through intermediaries).

Data Analysis Method: The validity test was carried out to measure the accuracy of the mouth apparatus in carrying out the task to achieve its goals. The reliability test will show the consistency of the respondent's answer questions contained in the questionnaire. This test is carried out after the validity being tested is a valid question. This reliability test uses the Cronbach Alpha test.

According to(Ghozali, 2016). The normality test is carried out to test whether at aregression model, an independent variable and a dependent variable or both have a normal or not normal distribution. In the data normality test, it can be done using the one sample Komogorow Smirnov test, namely with the provision that if the significant value is above 5% or 0.05, the data does not have a normal distribution.

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. In a good regression model between independent variables there should be no correlation(Ghozali, 2016). To test whether or not there is multicollinearity in the regression model, it is done by looking at the tolerance value and the variance inflation factor (VIF) value which can be seen from the SPSS output.

1) If the tolerance value is > 10 percent and the VIF value is < 10, it can be concluded that there is no multicollinearity between the independent variables in the regression.
2) If the tolerance value is <10 percent and the VIF value is > 10, it can be concluded that there is multicollinearity between the independent variables in the regression model.

Multiple Linear Regression Analysis is used to measure the effect of more than one independent variable on the dependent variable. To determine the effect of these independent variables, the formula is used:

Equation I

$$Z = a + + + \varepsilon b_1 X_1 b_2 X_2$$

Where :

Z   = Work Motivation

a =Constant

X_1 = Compensation

X_2 = Principal Leadership

b_1 = Regression coefficient of the Compensation variable

b_2 = Regression coefficient of the Principal's Leadership variable

ε = Confounding variable (residual error)

Equation II

$$Y = a + + + + \varepsilon b_3 X_1 b_4 X_2 \, b_5 Z$$

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Where :

Y = Performance

a = Constant

X_1 = Compensation

X_2 = Principal Leadership

Z = Work motivation

b_3 = Regression coefficient of the Compensation variable

b_4 = Regression coefficient of the Principal's Leadership variable

b_5 = Regression coefficient of Work Motivation variable

ε = Confounding variable (residual error)

According to(Ghozali, 2016)the purpose of the coefficient of determination (R^2) in essence is "To measure how far the model's ability to explain the variation of the independent variables. The value of the coefficient of determination is between zero and one, a small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. Analysis of the coefficient of determination or abbreviated as Kd is obtained by squaring the correlation coefficient, namely:

$$\textbf{KD} = \textbf{r}^2 \textbf{ x 100\%}$$

Information:

KD = Coefficient of Determination

R = Correlation Coefficient

a. The t test is intended to determine the significance level of the effect of each independent variable on the dependent variable assuming the other independent variables do not change. According to (Sugiyono, 2015), using the formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r2}}$$

Information:

t = t test value

r = Pearson's correlation coefficient

r2 = Coefficient of determination

n = number of samples

The method used in this study is path analysis to determine causal relationships, with the aim of explaining the direct or indirect influence between exogenous variables and endogenous variables.According to(Sugiyono 2015), path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. The Sobel test is a technique used to detect whether or not the influence of mediation is significant, so it is carried out with the following mathematical equation:

$$\mathbf{Sp^2p^3} = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^3 + Sp2^2 Sp3^2}$$

Information:

p2 is the coefficient of the mediating variable

p3 is the coefficient of the independent variable

Sp2 is the standard error of the moderating variable

Sp3 is the standard error of the independent variable

After that, the t-statistical value of the influence of mediation is calculated through the formula:

$$t = \frac{p2p3}{Sp2p3}$$

From the results of t count, there are criteria:

1) If the t count > t table with a significance of 0.05, it can be concluded that there is a mediating effect.
2) However, if the value of t count < t table with a significance of 0.05, then the conclusion is that there is no mediating effect.

RESULTS AND DISCUSSION

Content Results and Discussion

Validity Test Results

Variable Y (Performance)			
Statement	**rcount**	**rtable**	**validity**
1	0.514	0.367	Valid
2	0.790	0.367	Valid
3	0.691	0.367	Valid
4	0.863	0.367	Valid
5	0.823	0.367	Valid
6	0.722	0.367	Valid
7	0.432	0.367	Valid
Z variable (Work motivation)			
Statement	**rcount**	**rtable**	**validity**
1	0.879	0.367	Valid
2	0.791	0.367	Valid
3	0.850	0.367	Valid
4	0.564	0.367	Valid
X1 Variable (Leadership)			
Statement	**rcount**	**rtable**	**validity**

1	0.683	0.367	Valid
2	0.693	0.367	Valid
3	0.419	0.367	Valid
4	0.500	0.367	Valid
5	0.623	0.367	Valid
X2 Variable (Compensation)			
Statement	**rcount**	**rtable**	**validity**
1	0.659	0.367	Valid
2	0.455	0.367	Valid
3	0.434	0.367	Valid
4	0.662	0.367	Valid

The table shows that all statements for each variable are declared valid.

Reliability Test Results

Variable	***Cronbach Alpha***	**Constant**	**Reliability**
Performance Variable (Y)	0.773	0.6	Reliable
Work motivation variable (Z)	0.803	0.6	Reliable
Leadership Variables (X1)	0.726	0.6	Reliable
Compensating Variable(X2)	0.689	0.6	Reliable

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable, so the results of this study indicate that the measurement tools in this study have fulfilled the reliability test (reliable and can be used as a measuring tool).

Test the Classical Assumptions of Equation I

One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		39
Normal Parameters, b	Means	.0000000
	std. Deviation	1.57524967
Most Extreme Differences	absolute	.141
	Positive	.102

Negative		-.141
Test Statistics		.141
asymp. Sig. (2-tailed)		.050c
Monte Carlo Sig. (2-tailed)	Sig.	.385d
	99% Confidence Intervals Bound	Lower .184
		Upper bound .585

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 39 sampled tables with a starting seed of 2000000.

From the output in the table it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.385, the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

Table 4.11

Multicollinearity Test Results

Coefficientsa

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Leadership	.653	1,532
	Compensation	.653	1,532

a. Dependent Variable: Work Motivation

Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there are no correlation symptoms in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Glejser Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	3.152	1,329		2,371	022

Leadership	.23 0	.09 0	.437		- 1,563	0 84
Compensation	085	047	.309		181 2	0 77

a. Dependent Variable: ABS_RES

The results of the Glejser test show a leadership significance value of 0.084, a compensation of 0.077 where both are greater than 0.050 so that it can be concluded if there are no symptoms of heteroscedasticity.

Classical Assumptions Test Equation II
One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			39
Normal Parameters, b	Means		.0000000
	std. Deviation		1.82998554
Most Extreme Differences	absolute		.104
	Positive		.074
	Negative		-.104
Test Statistics			.104
asymp. Sig. (2-tailed)			.200c,d
Monte Carlo Sig. (2-tailed)	Sig.		.718e
	99% Confidence Intervals	LowerBound	.532
		Upperbound	.904

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Based on 39 sampled tables with starting seed 299883525.

From the output in the table it can be seen that the residual values are normal, so it can be concluded that all variables are normally distributed.

Multicollinearity Test Results
Coefficientsa

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Leadership	.648	1,543
	Compensation	.509	1965

Work motivation	.655	1,527

a. Dependent Variable: Performance

Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so that there are no correlation symptoms in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Glejser Test Results

Coefficientsa

Model		Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	3,525	1954		1,804	080
	Leadership	-.135	072	-.366	-1,860	071
	Compensation	-.015	.157	-.022	-.099	.922
	Work motivation	056	.104	.106	.543	.591

a. Dependent Variable: ABS_RES

The results of the Glejser test showed a significance value of 0.071 for leadership, 0.922 for compensation andwork motivationof 0.591 where all three are larger and 0.050 so that it can be concluded if there are no symptoms of heteroscedasticity.

Linear Regression Results Equation I

Coefficientsa

Model		Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas
1	(Constant)	3,696	3,075	
	Leadership	059	.116	086
	Compensation	.711	.223	.533

a. Dependent Variable: Work Motivation

The description of the multiple linear regression equation above is as follows:

a. The constant value (b0) of 3.696 indicates the magnitude of the variablework motivationif the variable leadership and compensation equal to zero.

b. The regression coefficient value of the leadership variable (b1) is 0.059 indicating the magnitude of the role of the leadership variable on the variablework motivationassuming a constant compensating variable.

c. The regression coefficient value of the compensation variable (b2) is 0.711 indicating the magnitude of the role of the compensation variable on the variablework motivationassuming constant leadership variables.

Linear Regression Results Equation II

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	9,248	3,695	
	Leadership	1,160	.137	.892
	Compensation	-.576	.297	-.230
	Work motivation	.402	.196	.215

a. Dependent Variable: Performance

The description of the multiple linear regression equation above is as follows:

a. The constant value (b0) of 9.248 indicates the magnitude of the variableperformanceif the variable leadership, compensation and cooperation motivation with zero.

b. The regression coefficient value of the leadership variable (b3) is 1.160 indicating the magnitude of the role of the leadership variable on the variableperformanceassuming the variables of compensation and work motivation are constant.

c. The regression coefficient value of the compensation variable (b4) is -0.576 indicating the magnitude of the role of the compensation variable on the variableperformanceassuming the variables of leadership and work motivation are constant.

d. The regression coefficient value of the work motivation variable (b5) is 0.402 indicating the large role of the work motivation variable on the variableperformanceassuming constant leadership and compensation variables.

Coefficient of Determination of Equation I

Summary modelb

Model	R	R Square	Adjusted R Square
1	.588a	.345	.309

a. Predictors: (Constant), Compensation, Leadership

b. Dependent Variable: Work Motivation

Based on the table, it can be seen that the value of the adjusted R square is 0.309 or 30.9%. This shows if the leadership variable and compensation variable can explain the variablework motivationof 30.9%, the remaining 69.1% (100% - 30.9%) is explained by other variables outside this research model.

Coefficient of Determination of Equation II
Summary modelb

Model	R	R Square	Adjusted R Square
1	.865a	.749	.727

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

Based on the table, it can be seen that the value of the adjusted R square is 0.727 or 72.7%. This shows if the leadership variable, compensation variable and variablework motivationcan explain the performance variable of 72.7%, the remaining 27.3% (100% - 72.7%) is explained by other variables outside this research model.

Partial Test (t) Equation I
Coefficientsa

Model		Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	3,696	3,075		1.202	.237
	Leadership	059	.116	086	.514	.611
	Compensation	.711	.223	.533	3,193	003

a. Dependent Variable: Work Motivation

a. Hypothesis Test 1 The Effect of Leadership onWork motivation
From the table, a tcount value of 0.514 is obtained with α = 5%, ttable (5%; nk = 37) obtained a ttable value of 2.026. From this description it can be seen that tcount(0.514) < ttable (2.022), likewise with a significance value of 0.611> 0.05 then it can be concludedvariableleadership has no effect onwork motivation.

b. Hypothesis Test 2 Effect of Compensation Variables on VariablesWork motivation
From the table it is obtained that the tcount is 3.193 With α = 5%, ttable (5%; nk = 37) obtained a ttable value of 2.026 From this description it can be seen that tcount (3.193) > ttable (2.022), and its significance value is 0.003 <0 .05 then it can be concludedvariablecompensation effect onwork motivation.

Partial Test (t) Equation II
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	9,248	3,695		2,503	.017
	Leadership	1,160	.137	.892	8,477	.000
	Compensation	-.576	.297	-.230	-1,937	061
	Work motivation	.402	.196	.215	2049	048

a. Dependent Variable: Performance

a. Hypothesis Test 3 The Effect of Leadership on Performance
From the table, the value of tcount is obtained8,477With α = 5%, ttable (5%; nk = 37) obtained a ttable value of 2.026. From this description it can be seen that tcount (8,477)> ttable (2.026), as well as with a significance value of 0.000 <0.05, it can be concludedinfluential leadership variableson performance.

b. Hypothesis Test 4 Effect of Compensation on Performance
From the table, the tcount value is -1.937. With α = 5%, ttable (5%; nk = 37) obtained a ttable value of 2.026. From this description it can be seen that -tcount (-1.937) > -ttable (-2.026), and its significance value is 0.061> 0.05, it can be concludedcompensation variable has no effecton performance.

c. Hypothesis Test 5 InfluenceWork motivationAgainst Performance
From the table, the tcount value is 2.049. With α = 5%, ttable (5%; nk = 37) obtained a ttable value of 2.026. From this description it can be seen that tcount (2.049) > ttable (2.026), and its significance value is 0.048 <0.050, so it can be concludedvariablework motivationinfluentialon performance.

Value of Standardized CoeffientsEquation I
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	3,696	3,075	
	Leadership	059	.116	086
	Compensation	.711	.223	.533

a. Dependent Variable: Work Motivation
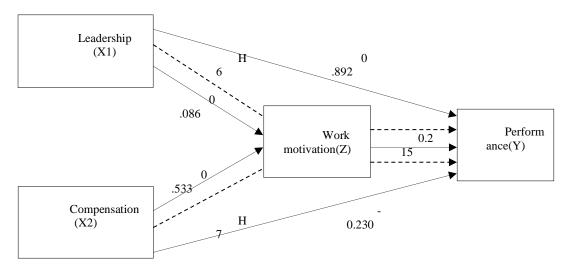
Value of Standardized Coeffients Equation II

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	9,248	3,695	
	Leadership	1,160	.137	.892
	Compensation	-.576	.297	-.230
	Work motivation	.402	.196	.215

a. Dependent Variable: Performance

Furthermore, the value of standardized coefficients beta will be entered into the path analysis image as follows:

In the path analysis image, it shows the direct effect of the leadership variable on the performance variable of 0.892. While the indirect effect through variableswork motivationthat is0.086 x 0.215= 0.0184. Furthermore, the direct effect of compensation variables on performance variables is -0.230. While the indirect effect through the motivation variable is 0.533 x 0.215 = 0.114.

These results can be seen in the following table:

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Work motivationmediate the relationship between	0.892	0.086 x 0.215= 0.0184	0.9104	Indirects < Direct	**The sixth hypothesis is rejected**whi

	compensation and teacher performance					ch means that work motivation cannot mediate the relationship between compensation and teacher performance
2	Work motivationmediate the relationship between Leadership and Teacher Performance	-0.230	0.533 x 0.215 = 0.114	-0.116	Indirects > Direct	**The seventh hypothesis is accepted**which means that work motivation can mediate the relationship between leadership and teacher performance

Contents of Discussion Results

1. **The Influence of Leadership on Work Motivation**

   Based on the results of the analysis it can be seen thatleadership has no effecton work motivation. from the respondents' answers it can be interpreted that the leader or principal of SMP Negeri 5 does not have good work and leadership skills so that it can be concluded that the leadership of the principal of SMP Negeri 5 cannot influence or motivate teachers to work.

2. **The Effect of Compensation on Work Motivation**

   Based on the results of the analysis it can be seen that compensationinfluentialon work motivation. it can be concluded that the higher the compensation in the form of incentives given the higher the work motivation possessed.

3. **The Effect of Leadership on Performance**

   Based on the results of the analysis can be seen leadershipinfluentialon performance. From the respondents' answers, it shows that the principal's leadership is very supportive of increasing competence so that it will provide good performance results

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4. **Effect of Compensation on Performance**

   Based on the results of the analysis it can be seen thatcompensation has no effecton performance, so it can be concluded that the compensation received does not fully affect performance.

5. **Effect of work motivation on performance**

   Based on the results of the analysis it can be seen that work motivationinfluentialon performance. This is supported by the respondent's answer of 4.175 so that it can be seen that doing work that is my obligation on my own initiative without having to be ordered.

6. **Work motivationMediating the Relationship between Compensation and Performance**

   Based on the results of the analysis it can be seen that work motivationunable to mediate compensation against performance. The results of this study indicate that high work motivation will increase performance results, but if the compensation given is not in accordance with expectations it tends not to affect performance, this can be seen from the regression value obtained where the compensation regression value is -0.576 which has a negative value. So it will not affect performance even though it is supported by work motivation.

7. **Work motivationMedidate the Relationship between Leadership and Performance**

   Based on the results of analysis 7 it can be seen that work motivation can mediate the relationship between leadership and performance. This is due to the fact that the direct influence of leadership on performance is far greater when compared to the variable work motivation, but even though it is lower, work motivation has a positive influence so that work motivation can mediate the relationship between leadership and performance.

CLOSING

Conclusion

1. VariableLeadership does not affectwork motivationteacher at Public Middle School (SMP) 5 Tebing Tinggi City.
2. Variablecompensation effect onwork motivationteacher at Public Middle School (SMP) 5 Tebing Tinggi City.
3. The influential leadership variableon performanceteacher at Public Middle School (SMP) 5 Tebing Tinggi City.
4. Compensation variable has no effecton performanceteacher at Public Middle School (SMP) 5 Tebing Tinggi City.
5. Variablework motivationeffect on performanceteacher at Public Middle School (SMP) 5 Tebing Tinggi City.
6. Work motivationunable to mediate the relationship of compensation to teacher performanceAt Junior High School (SMP) Negeri 5 Tebing Tinggi City.

7. Work Motivation canmediate the relationship between Principal Leadership and Teacher PerformanceAt Junior High School (SMP) Negeri 5 Tebing Tinggi City.

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