

The Relationship Between the Visionary Hero and Compensation on Employee Performance Effectiveness

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Abstract : *This study aims to determine the relationship between The Visionary Hero, compensation, and the effectiveness of employee performance at BPBD Rejang Lebong. The sample of this research is 36 respondents and the analytical method used is Spearman rank correlation analysis and t test. The results of the calculation of the variable the visionary hero with Spearman rank correlation value of 0.436 lies between 0.40-0.599 meaning that it has a moderate level of relationship, which is strengthened by the results of hypothesis testing where t statistic > t table (2.8247 < 2.0345), thus H0 rejected Ha accepted, meaning that there is a significant relationship between leadership style and the performance of BPBD Rejang Lebong employees. The results of the calculation of the compensation variable with the Spearman rank correlation obtained that the value of 0.648 lies between 0.60-0.799, meaning that it has a strong relationship level and is strengthened by the results of hypothesis testing, where t statistic > t table (4.9613 < 2.0345), which means that there is a significant relationship between compensation and the effectiveness of the performance of BPBD Rejang Lebong employees.*

1 INTRODUCTION

A good, high-performing organization starts with a good and reliable leader. A leader has a major role in helping the organization to achieve its goals. This is reflected in the ability to carry out organizational tasks which can increasingly increase the awareness and ability of subordinates to be directly involved in organizational activities and work programs. A leader in the organization to achieve the goals of the organization he leads must be able to control all aspects of the organization's work. The visionary hero that is good for a leader in the organization can improve good performance in the company or government. Performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of the work can be demonstrated in real terms both in terms of quality and quantity (Sedarmayanti, 2016). Good employee performance will be carried out if there is reciprocity or compensation provided by the agency to employees for the performance that has been produced in accordance with employee expectations. Compensation given to employees will motivate employees to compete to improve the quality of work. Compensation is one of the most effective ways to improve employee performance, motivation and job satisfaction. Good compensation will be able to provide satisfaction for employees, usually an employee will be motivated or driven to work on a job that they feel will get compensation, so that the fulfillment of good compensation will improve employee performance.

2 LITERATURE REVIEW

Human Resource Management

Umar (2013) stated that HRM is part of organizational management that focuses on the element of human resources, which is in charge of managing the human element well in order to obtain a workforce who is satisfied with their work, while according to Rivai and Mulyadi (2013) Human Resource Management (HRM) is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling.

Leadership Style

The leadership style proposed by Thoha (2010) is a behavioral norm used by a person when that person tries to influence the behavior of other people or subordinates. Meanwhile, according to Herujito (2011) defines leadership style as a leadership style not talent, therefore leadership style is studied and practiced in its application must be in accordance with the situation at hand. The various leadership styles according to Horse in Suwanto (2011) include: Directive leadership style, this leadership style makes subordinates to know what the leader expects of them, schedule work to be done, and provide specific guidance on how to complete tasks. Supportive leadership style, this leadership style is friendly and shows concern for the needs of subordinates. Participative leadership style, this leadership style consults with subordinates and uses their suggestions before making a decision. Achievement-oriented leadership style, This leadership style sets challenging goals and expects subordinates to perform at their highest level.

Tohardi in Sutrisno (2010) states that the leadership style consists of Persuasive style, namely the style of leading by using an approach that changes feelings, thoughts or in other words, invites or persuades. Regressive style, namely leadership style by giving pressures, threats, so that subordinates feel afraid. Participative style, namely leadership style by providing opportunities for subordinates to actively organize, spiritually, physically and materially in their work in the company. Innovative style, namely a leader who always strives to realize reform efforts in all fields, whether in the political, economic, social, cultural or any product related to human needs. Investigative style, namely the style of a leader who always conducts research accompanied by a sense of suspicion towards his subordinates which causes creativity, innovation, and initiative from subordinates to be underdeveloped because subordinates are afraid of making mistakes. Inspective Style, namely leaders who like to do events that are protocol in nature, leadership with an inspective style demands respect from subordinates, or leaders who are happy when respected. Motivational style, namely a leader who can convey information about his ideas, programs and policies to subordinates well. This communication makes all subordinate ideas and policies understood by subordinates so that subordinates want to. Narrative Style, a leader who has a narrative style is a leader who talks a lot but is not adjusted to what he does, or in other words, a leader who talks a lot does little work. Educational Style, namely a leader who likes to develop subordinates by providing education and skills to subordinates, so that subordinates have better insight and experience from day to day, so that a leader with an educative style will never prevent subordinates from wanting to develop education and skills. Retrogressive style, namely a leader who does not like to look forward, let alone exceed himself, for that a leader with a retrogressive style always prevents subordinates from developing knowledge and skills, so in other words a leader with a retrogressive style is very happy to see subordinates who are always retarded, stupid and so on.

The Visionary Hero

Visionary according to Danim (2012) is "Vision is more than just an idea or picture of a better future for the organization. The right vision is an idea full of urgency to start the future by relying on abilities, skills, talents and resources to make it happen. In Block as quoted by Bush and Coleman (2008), vision is a chosen future, a desired state. Vision is an expression of optimism in bureaucratic and non-bureaucratic environments. Sinamo (2012) says that at the operational level, vision is a tool in the hands of the leader in order to forge alliances and form a alignment of goals with all of his constituents, like a vector that goes in the direction of his goals. Visionary leaders are clearly better able to empower all of their constituents. Vision by many leadership experts is believed to be able to help leaders focus organizational energy to succeed. Visionary leaders are important and determine the life and death of the organization. Every institution needs a leader who has a vision or mission called a visionary, is close to stakeholders or people who need the services of their organization, has broad innovative ideas, is familiar and has high work spirit. Characteristics and Traits of Visionary Leadership Visionary leadership has the following characteristics:

Insight into the future, a visionary leader has a clear view of a vision that he wants to achieve, so that the organization he is in can develop. In accordance with the vision he wants to achieve. Dare to act in achieving

goals, full of confidence, no doubts and always ready to face risks. At the same time, visionary leaders also demonstrate careful, thorough and accurate calculations. In calculating events that are considered important. Able to mobilize others to work hard and cooperate in achieving goals. A visionary leader is an exemplary leader, he wants to set an example so that the surrounding community imitates him. Able to formulate a clear, inspirational and inspiring vision, manage “dreams” into reality: a visionary leader is a person who has a strong commitment to the vision in which he is carrying, he wants to realize his vision into an organization he is involved in. Able to turn vision into action: he can formulate a vision into his mission which can then be absorbed by members of the organization. Which can be used as a reference material in every step forward. Holding tightly to the spiritual values he believes in: visionary leaders are very professional towards what they believe in, such as the noble values that exist in this nation. He is a leader who can be used as an example. Building relationships effectively: visionary leaders are very good at building relationships between members, in terms of motivating, giving, making members more advanced and independent. Indirectly the relationship will be established by itself. He is also not shy in giving rewards and punishments to his members, his level of integrity is very high. Innovative and proactive: in thinking, visionary leader is very creative, he changes conventional thinking into a new paradigm, he is a very creative and active leader. He always observes the next steps and the latest issues about the organization/institution.

Compensation

Hasibuan (2013) compensation is all income in the form of money, goods directly or indirectly received by employees in return for those given to the company. According to Sastrohadiwiryo in Yuniarsih (2011), compensation is a service fee or remuneration provided by the company to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set. The objectives of compensation according to Hasibuan (2013) are as follows: Cooperation Bonds, with the provision of compensation a formal cooperative bond is established between the employer and the employee. Employees must carry out their duties properly, while employers or employers must pay compensation in accordance with the agreed agreement. Job satisfaction, with remuneration employees will be able to meet their physical needs, social status, and egotism so as to obtain job satisfaction from their position. Effective procurement, if the compensation program is set large enough, the procurement of qualified employees for the company will be easier. Motivation, if the remuneration provided is large enough, managers will find it easier to motivate their subordinates. Employee stability, with a compensation program based on fair and proper principles and externally competitive consistency, employee stability will be more guaranteed due to relative turnover small. Discipline, with the provision of a sufficiently large remuneration, the discipline of employees will be better, they will be aware of and obey the applicable regulations. The influence of labor unions, with a good compensation program the influence of trade unions can be avoided and employees will concentrate on their work. Government influence, if the compensation program complies with applicable labor laws (such as minimum wage limits) then government intervention can be avoided

According to Hasibuan (2013), compensation systems that are commonly applied include: Time system, in the time system the amount of compensation (salary, wages) is determined based on time standards such as hours, weeks, months. System results (output), in the system results (output) the amount of compensation paid is always based on the number of results that are done not on the length of time working on them. The wholesale system, in the wholesale system, is a method of payroll that determines the amount of service based on the volume of work and the length of time working on it.

The principles of compensation according to Hasibuan (2013), include: The principle of fairness, the amount of compensation paid to each employee must be balanced/adjusted with how much work performance, type of work, job risks, responsibilities, job titles, and meet the internal consistency requirements The principle of proper and fair, compensation received by employees can meet their needs at an ideal normative level. The standard of eligibility is relative, the determination of the amount of compensation is based on the government's minimum wage limit and the applicable external consistency. According to Hasibuan (2013) that the factors that influence the provision of compensation include: Company Ability and Willingness, Trade unions and employee organizations, Employee work productivity, Government with Laws and Presidential Decrees, Cost of living, Employee position, Education and work experience, National Economic Condition.

Performance Effectiveness

In the organization, every employee is required to be able to provide maximum performance, the better the performance produced by its members or employees will have an impact on achieving the goals set by the

company. Handoko (2011) states that performance appraisal is the process of an organization evaluating or assessing employee performance, while the benefits of performance appraisal are as follows: Encouraging people or employees to behave positively and correct their actions that are below standard. As an assessment material for the organization represented by the management, whether the employee has worked well. Provide an accurate basis for making organizational improvement policies. Mahsun (2011) states that performance measurement is a process of assessing the progress of work against predetermined goals and targets including information on the efficiency of resource use in producing goods or services, the quality of goods/services and the results of activities compared to the intended purpose. Performance measurement is a management tool used to improve the quality of decision making, performance measurement is used to assess the success or failure of activities or policies in accordance with the goals and objectives that have been set in order to realize the vision and mission of the organization (Sedarmayanti, 2011: 220). Mardiasmo (2016) Effectiveness is a measure of the success or failure of achieving the goals of an organization in achieving its goals and the greater the contribution of the resulting output to the achievement of the goals or objectives specified, the more effective the work process of an organizational unit. effectiveness is doing things accurately, on time, objectively and thoroughly in accordance with organizational goals.

Framework

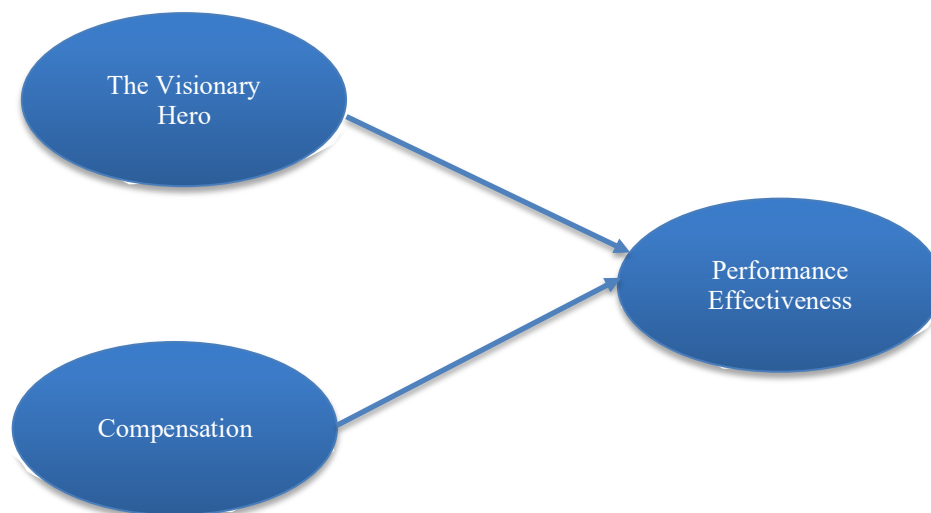


Figure 1. Research Framework

The hypothesis is a temporary assumption of the problem to be studied, while the hypotheses in this study are:

- It is suspected that there is a significant relationship between The Visionary hero and the effectiveness of the performance of BPBD Rejang Lebong employees.
- It is suspected that there is a significant relationship between compensation and the effectiveness of BPBD Rejang Lebong employees

3 RESEARCH METHOD

This type of research is explanatory research, namely to determine whether there is a relationship between the variables to be studied (Sugiyono, 2013). Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined to be studied and then drawn conclusions (Sugiyono). The population in this study were all employees of BPBD Rejang Lebong totaling 36 employees. The sample is the determination of part of the population to be used as a source of information regarding the data needed, the use of the number of samples in the study. According to Sugiono (2013) the sample is part of the number and characteristics possessed by the population where if the sample is less than 100, it is better to take all of them. The method of data collection in this research is to use the primary data collection

method, which is data obtained directly from the research site by providing a set or written statement to the respondent to be answered (Sugiyono, 2013). The data obtained in this study were obtained from the results of filling out questionnaires distributed to respondents. The statements on the questionnaire for each answer choice are given a score of 1-5, to measure attitudes, opinions and perceptions given by respondents using a Likert scale. The analytical method used in this research is Spearman Rank correlation analysis. Sugiyono (2013) explains that the Spearman Rank correlation is used to find a relationship or to test the significance of the associative hypothesis if each of the variables connected is ordinal, and the data sources between variables do not have to be the same using the Spearman Rank correlation formula.

4 FINDINGS AND DISCUSSION

Spearman Rank Correlation Analysis

To see the level of relationship between leadership style variables (X1) and compensation (X2) with employee performance (Y) using Spearman rank correlation analysis with the formula:

$$\rho = 1 - \frac{6 \sum b_i^2}{n(n^2 - 1)} \quad (\text{Sugiyono, 2013:245})$$

The relationship between leadership style (X1) and employee performance (Y)

Based on the table for calculating the correlation between spearman rank, The visionary hero and the effectiveness of the performance of BPBD Rejang Lebong employees:

$$n = 36 \qquad \sum b_i^2 = 4.385,0$$

$$\rho = 1 - \frac{6 \times 4.385,0}{36(36^2 - 1)}$$

$$\rho = 1 - \frac{26.310}{36(1.295)}$$

$$\rho = 1 - 0,564$$

$$\rho = 0,436$$

The results of the Spearman rank correlation calculation above show the rho (ρ) value of 0.436 which is located between 0.40-0.599. This means that the variable The Visionary Hero (X1) has a moderate level of relationship with the effectiveness of the performance of BPBD Rejang Lebong employees. This shows that the existing visionary heroes are not that big in increasing the effectiveness of the performance of BPBD Rejang Lebong employees.

The relationship between compensation (X2) and the effectiveness of employee performance (Y)

Based on the table for calculating the correlation between rank spearman The visionary hero and the effectiveness of the performance of BPBD Rejang Lebong employees:

$$n = 36 \qquad \sum b_i^2 = 2.734,5$$

$$\rho = 1 - \frac{6 \times 2.734,5}{36(36^2-1)}$$

$$\rho = 1 - \frac{16.407}{36(1.295)}$$

$$\rho = 1 - 0,352$$

$$\rho = 0,648$$

The results of the Spearman rank correlation calculation above show the rho (ρ) value of 0.648 which is located between 0.60-0.799. This means that the compensation variable (X2) has a strong relationship with the effectiveness of employee performance at BPBD Rejang Lebong. This shows that the greater the compensation given, the more effective the performance of BPBD Rejang Lebong employees will be.

Hypothesis testing

To see the calculation of the correlation coefficient has a significant or insignificant relationship by using the calculation of the statistical test, namely the t test, the following are the results of the calculation Test the hypothesis of the variable

The visionary hero with the effectiveness of the performance of BPBD Rejang Lebong employees.

$$\begin{aligned} r &= 0,436 & n &= 36 \\ t\text{-value} &= r \sqrt{\frac{36-2}{1-0,436^2}} \\ &= 0,436 \sqrt{\frac{36-2}{1-0,436^2}} \\ &= 0,436 \sqrt{\frac{34}{1-0,1900}} \\ &= 0,436 \sqrt{41,975} \\ &= 0,436 (6,479) \\ &= 2,8247 \end{aligned}$$

Based on the calculation of the hypothesis test, the t statistic value is 2.8247, when compared with the t table value with a significance level of 5% ($\alpha = 0.05$) with degrees of freedom ($dk = 36-3 = 33$), then H_0 is rejected. H_a is accepted, meaning there is a relationship There is a significant relationship between The Visionary Hero and the effectiveness of the performance of BPBD Rejang Lebong employees

Hypothesis test of leadership style variable with the effectiveness of BPBD Rejang Lebong employee performance.

$$\begin{aligned} r &= 0,648 & n &= 36 \\ t\text{-value} &= r \sqrt{\frac{n-2}{1-r^2}} \\ &= 0,648 \sqrt{\frac{36-2}{1-0,648^2}} \end{aligned}$$

$$= 0,648 \sqrt{\frac{34}{0,5800}}$$

$$= 0,648 (7,65641)$$

$$= 4,9613$$

The results of hypothesis testing are known to have t statistic $>$ t table ($4.9613 < 2.0345$), then H_0 is rejected. H_a is accepted, which means there is a significant relationship between compensation and the effectiveness of the performance of BPBD Rejang Lebong employees.

Discussion

Based on the results of research that has been carried out using Spearman rank correlation analysis and statistical analysis of the t test shows that The Visionary Hero has a moderate relationship with the effectiveness of the performance of BPBD Rejang Lebong employees with a Spearman rank correlation value of 0.436, where t statistic $>$ t table ($2.8247 < 2.0345$), while compensation has a strong relationship with the effectiveness of the performance of BPBD Rejang Lebong employees with a spearman rank correlation value of 0.648, where t statistic $>$ t table ($4.9613 < 2.0345$) so that H_0 is rejected. H_a is accepted which means that there is a significant relationship between the visionary hero and compensation with the effectiveness of the performance of BPBD Rejang Lebong employees.

5 CONCLUSION

Based on the results of research that has been carried out regarding the relationship between leadership style and compensation with the effectiveness of the performance of BPBD Rejang Lebong employees, several conclusions can be drawn as follows: The results of the Spearman rank correlation test and hypothesis testing show that The Visionary Hero has a moderate level of relationship, which means that there is a significant relationship between The Visionary Hero and the effectiveness of the performance of BPBD Rejang Lebong employees. The results of the Spearman rank correlation test show that compensation has a strong relationship level, where there is a significant relationship between compensation and the effectiveness of the performance of BPBD Rejang Lebong employees. The visionary hero that is applied by a leader should be able to protect all employees to be able to achieve organizational goals together. determined, and can improve performance for employees and can pay more attention to the provision of compensation to employees in order to increase the effectiveness of employee performance.

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