

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh kompensasi dan gaya kepemimpinan terhadap kinerja karyawan dengan loyalitas karyawan sebagai variabel intervening. Kajian dilakukan pada usaha pengolahan kerupuk yang berlokasi di Kabupaten Gresik. Penelitian dilatarbelakangi oleh tingginya tingkat pergantian tenaga kerja serta rendahnya inisiatif karyawan dalam melaksanakan pekerjaan secara mandiri, sehingga kondisi tersebut diperkirakan memengaruhi pencapaian kinerja.

Penelitian menggunakan pendekatan kuantitatif dengan desain kausal. Populasi terdiri atas 245 orang karyawan, sedangkan jumlah responden ditentukan melalui rumus Slovin sehingga diperoleh sampel sebanyak 71 orang. Data primer dikumpulkan menggunakan kuesioner dan selanjutnya diolah melalui Structural Equation Modeling berbasis Partial Least Squares dengan bantuan SmartPLS.

Hasil analisis menunjukkan bahwa nilai R-square pada kinerja karyawan sebesar 0,507, sedangkan loyalitas karyawan memperoleh nilai 0,660. Pengujian hubungan langsung memperlihatkan bahwa kompensasi memiliki arah pengaruh positif terhadap kinerja, tetapi belum mencapai tingkat signifikansi, yang ditunjukkan oleh koefisien jalur sebesar 0,241 dengan nilai p sebesar 0,095 (lebih dari 0,05). Sebaliknya, pemberian imbalan terbukti meningkatkan loyalitas secara signifikan. Temuan lain mengindikasikan bahwa gaya kepemimpinan memberikan kontribusi positif dan signifikan terhadap loyalitas maupun capaian kerja. Peran mediasi juga terbukti, di mana loyalitas mampu menjembatani hubungan antara kompensasi serta gaya kepemimpinan dengan kinerja secara positif dan signifikan. Berdasarkan temuan tersebut, pengelola disarankan memperjelas pembagian tugas serta memperluas pendelegasian wewenang guna mendorong tumbuhnya inisiatif kerja dan meningkatkan produktivitas.

Kata Kunci: Kompensasi, Gaya Kepemimpinan, Kinerja Karyawan, Loyalitas Karyawan, UMKM

ABSTRACT

This study investigates the influence of compensation and leadership style on employee performance by incorporating employee loyalty as an intervening variable. The research was conducted at a cracker manufacturing business located in Gresik Regency. The study was motivated by the high rate of employee turnover and the limited initiative demonstrated by workers in performing their duties independently, conditions that may adversely affect organizational performance.

A quantitative approach with a causal research design was employed. The population consisted of 245 employees, while the sample of 71 respondents was determined using the Slovin formula. Primary data were collected through a structured questionnaire and subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software.

The findings indicate that the R-square value for employee performance reached 0.507, whereas employee loyalty achieved an R-square of 0.660. The direct effect analysis revealed that compensation exhibited a positive relationship with performance; however, the effect was not statistically significant, as reflected by a path coefficient of 0.241 and a p-value of 0.095 (> 0.05). In contrast, compensation was found to significantly enhance employee loyalty. Leadership style also demonstrated a positive and significant contribution to both loyalty and performance. Furthermore, employee loyalty served as a significant mediating variable, strengthening the relationship between compensation, leadership style, and employee performance. Based on these findings, management is encouraged to foster greater work initiative by establishing clearer job responsibilities and implementing more effective delegation of authority, thereby supporting sustainable improvements in organizational performance.

Keywords: *Compensation, Leadership Style, Employee Performance, Employee Loyalty, MSMEs.*