

THE EFFECT OF LEADERSHIP STYLE AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE STATE-OWNED PROPERTY UNIT OF BENGKULU UNIVERSITY

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Abstract

The purpose of this study is to determine the effect of leadership style and compensation on employee performance at the State Property Unit of Bengkulu University. The sample in this study consisted of 37 employees. Data collection was conducted using questionnaires, and the analysis methods used were multiple linear regression, coefficient of determination, and hypothesis testing (T-test and F-test). The regression analysis results show $Y = 47.874 + 0.136 X_1 + 0.183 X_2$, which indicates a positive regression direction, meaning that there is a positive influence between X_1 (leadership style) and X_2 (compensation) on employee performance (Y). Leadership style has a significant effect on employee performance because the significance value of 0.037 is less than 0.05. Compensation has a significant effect on employee performance because the significance value of 0.019 is less than 0.05. Leadership style and compensation simultaneously have a significant effect on employee performance because the significance value of 0.049 is less than 0.05, with an R-square value of 0.162 or 16.2%, indicating that the variables of leadership style and compensation contribute 16.2% to the employee performance variable, while the remaining 83.8% is influenced by other variables not examined in this study. This study was only conducted at the BMN Unit of Bengkulu University, so the results cannot be generalized to other institutions. The variables studied were limited to leadership style and compensation, without considering other factors that might affect employee performance. The number of respondents was only 37, all of whom were from that unit. Data collection was conducted through a questionnaire, which is susceptible to perceptual bias. The analysis method used was limited to multiple linear regression, without considering mediation or moderation effects. This study contributes to expanding knowledge about the influence of leadership style and compensation on employee performance, particularly in government agencies such as the BMN Unit at Bengkulu University. The results can be used as input for leaders in improving employee performance through improvements in leadership style and compensation systems.

Keywords: *Leadership Style, Compensation, and Employee Performance*

INTRODUCTION

Human resources play an important role in organizations, including government organizations. The government is making efforts to improve the quality of human resources so that government activities run smoothly. The Bengkulu University State Property Unit is a government office engaged in the maintenance of property, inventory, disposal of property, and auctioning of state-owned property, particularly that belonging to Bengkulu University.

According to Sutrisno (2023: 213), leadership style is a process whereby an individual motivates others by leading, influencing, and guiding them to achieve expected performance results. According to Mangkunegara (2023: 83), compensation is something that is considered to be equivalent. Fair and appropriate compensation for civil servants can improve their performance, as it helps stabilize their economic situation and enables the effective and efficient use of human resources in government, whereas unfair and inappropriate compensation can lead to poor performance among civil servants.

Based on observations made by researchers in the field while observing the State Property Unit of Bengkulu University, there are still problems, namely that the leadership of the State Property Unit of Bengkulu University does not sufficiently guide its employees in their work, and that the leadership directly assigns tasks without providing explanations beforehand. Some assessments of the low

leadership style are evident when resolving issues, as the leadership sometimes delegates the task to subordinates. The leadership of the State-Owned Assets Unit at Bengkulu University should be the ones seeking solutions to the problems, rather than simply delegating them to subordinates. Regarding compensation, the compensation provided by the leadership of the State-Owned Assets Unit at Bengkulu University to its staff remains inadequate. This is due to insufficient compensation for staff to pursue further education, incentives that do not align with the work performed, and unequal distribution of official vehicles among staff.

Based on the above description, the researcher is interested in taking the title: "The Influence of Leadership Style and Compensation on Employee Performance at the State Property Unit (BMN) of Bengkulu University.

LITERATURE REVIEW

a. Leadership Style

According to Sutrisno (2023: 213), leadership style is a process whereby a person motivates others by leading, influencing, and guiding them to do something in order to achieve the expected performance results.

According to Sastrohadiwiryono (2023: 158), the types of leadership styles are:

1. Personal leadership is when a manager acts through personal contact.
2. Nonpersonal leadership refers to policies and regulations implemented in a company through non-personal media or subordinates, including supervisory programs, instructions, and plans.
3. Authoritarian leadership Leadership is an authoritarian manager who works meticulously, carefully, and sincerely.
4. Democratic leadership A manager is an integral part of a company and is responsible for all elements of that company.
5. Paternalistic leadership is a paternalistic influence in the relationship between managers and companies.
6. Indigenous leadership Leadership is gained from training that arises from informal groups, even if indirectly.

According to Martoyo (2022: 176–179), the indicators of leadership style are:

1. Analytical skills
The ability to analyze situations thoroughly, thoughtfully, and confidently is a prerequisite for successful leadership.
2. Assertiveness
Being firm when dealing with subordinates and facing uncertainty is very important for a leader.
3. Courage
The higher a person's position in an organization, the greater the courage they need to have in carrying out the main tasks entrusted to them.
4. Hearing ability
One of the qualities that every leader must have is the ability and willingness to listen to the opinions and suggestions of others, especially their subordinates
5. Communication skills
When giving orders, instructions, guidelines, or advice, a leader must master communication techniques.

b. Compensation

According to Simamora (2023: 541), compensation is a broad term related to financial rewards received by people through their employment relationship with an organization. According to Asmayana (2018: 13), types of compensation are:

1. Direct financial compensation

Direct financial compensation in the form of: basic pay (salary and wages), performance pay, incentive pay (bonuses, commissions, profit sharing, and stock options), and deferred pay (savings programs and stock purchase annuities).

2. Indirect financial compensation

Indirect financial compensation includes protection programs (health insurance, life insurance, pension, labor insurance), payments outside working hours (vacations, public holidays, annual leave, and maternity leave), and facilities such as vehicles, office space, and parking spaces.

3. Non-financial compensation

Non-financial compensation, in the form of work (interesting tasks, challenges, responsibilities, recognition, and a sense of achievement). Work environment (healthy policies, competent supervision, pleasant colleagues, comfortable working environment).

According to Kadarisman (2022: 121), compensation indicators are:

1. Wages are compensation given by an organization or company to workers, the amount of which is agreed upon by both parties.
2. Salaries are fixed payments received by individuals based on their position in an organization or company.
3. Benefits are income or compensation not directly related to work performance and position, and are a form of indirect compensation.
4. Incentives are a form of direct payment for increased productivity and performance.
5. Pension is a regular payment at certain intervals to workers after they leave the organization or company.

c. Employee Performance

According to Bangun (2023: 231), employee performance is the result of work achieved by an individual based on job requirements. According to Mangkunegara (2023: 10–11), the objectives of employee performance are as follows:

- 1) Improve mutual understanding among employees regarding performance requirements.
- 2) Record and acknowledge an employee's work results, so that they are motivated to do better, or at least perform as well as they did previously.
- 3) Providing opportunities for employees to discuss their desires and aspirations and increasing their concern for their careers or their current jobs.

According to Bangun (2023: 233), employee performance indicators are:

1. Workload.
Indicates the amount of work produced by an individual/group as a standard requirement for the job.
2. Work quality.
Every job in the company must meet certain requirements in order to produce work that meets the quality standards required for the next job.
3. Timeliness.
Each job has specific characteristics that differ from one another. Some jobs have time targets and must be completed on time. If a job is not completed on time, it will hinder work in other areas, thereby reducing the quality of the work results.
4. Attendance.
Certain types of work require employees to be present at work at the specified time. The better the attendance of employees in a company, the more efficient the work will be, because each employee has their own responsibilities and roles.
5. Ability to work together.

Not all tasks can be completed by a single employee. Employees complement each other, so teamwork or cooperation is necessary.

RESEARCH METHODOLOGY

a. Type of Research

This study uses correlational research. According to Sugiyono (2023: 70), correlational research is associative research that aims to determine the relationship between two or more variables.

b. Sampling Method

According to Sugiyono (2023: 242), a population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study can be seen in the following table:

Table 1. Population of Employees of the State Property Unit of Bengkulu University

No.	Type of Employee	Number
1	ASN	15 people
2	PPPK	8 people
3	Honorar	14 people
Jumlah		37 people

Source: State Property Unit of Bengkulu University, 2025

Based on Table 1, it can be seen that the population in this study is all employees in the State Property Unit of Bengkulu University, which consists of 37 people. According to Sugiyono (2023: 242), “a sample is a part of the population.” The sample in this study consists of all employees at the State-Owned Assets Unit of Bengkulu University, totaling 37 individuals. The sampling technique used in this study is saturation sampling. According to Sugiyono (2023: 78), saturation sampling is a technique for determining a sample where all members of the population are used as the sample.

c. Data Collection Methods

The data collection method used in this study was a questionnaire. According to Sugiyono (2023: 14), a questionnaire is a method of collecting data by distributing a list of questions to employees who are the subjects of the study. The statements on the questionnaire were created using a Likert scale of 1-5. The 1-5 scale is used by researchers because it is simpler and has a middle value that is used to explain uncertainty or neutrality in choosing answers. Therefore, the Likert scale is commonly used in Indonesia to measure a person's attitudes, opinions, and perceptions. For quantitative analysis, the answers can be scored as shown in Table 2 below:

Table 2. Likert scale

Answer Options	Skor
Strongly Disagree	1
Disagree	2
Undecided	3
Agree	4
Strongly Agree	5

Source: Sugiyono, 2013:93

d. Analysis Method

According to Sugiyono (2023: 8), the analysis method used in this study is quantitative analysis, which is an analysis method based on numerical calculations using statistics. The analysis tools used to examine and prove the validity of the hypothesis are as follows:

1. Data Instrument Testing

a. Validity Test

According to Sugiyono (2023: 76), validity testing is a valid research result if there is similarity between the collected data and the actual data occurring in the object being studied. Validity testing in this study used SPSS Version 21. The guidelines for data validity testing are as follows:

- a. If the significance value $r \leq 0.05$ for variables X1, X2, and Y, then the results are valid.
- b. If the significance value $r \geq 0.05$ for variables X1, X2, and Y, then the results are invalid.

b. Reliability Test

According to Sugiyono (2023: 87), reliability testing is the process of measuring the consistency of an instrument. Reliability testing of instruments can be done externally or internally. Externally, testing can be done with test-retest, equivalent, and a combination of both. Internally, the reliability of an instrument can be tested by analyzing the consistency of the items within the instrument using specific techniques (Sugiyono, 2023: 87). The reliability test in this study uses SPSS Version 21. The guidelines for the reliability test of the data are as follows:

- a. If the Cronbach's alpha value is ≥ 0.06 for variables X1, X2, and Y, then the results are reliable.
- b. If the Cronbach's alpha value is ≤ 0.06 for variables X1, X2, and Y, then the results are unreliable.

2. Multiple Linear Regression

According to Priyatno (2023: 47), "multiple linear regression is a linear relationship between two or more independent variables (X1, X2, ... Xn) and a dependent variable (Y). To make a prediction, the following equation is created:

$$Y = a + b_1 X_1 + b_2 X_2$$

Description:

- Y = Variabel dependen (employee performance)
- a = Konstanta
- b₁ = Koefisien Regresi (Leadership style)
- b₂ = Koefisien Regresi (Compensation)
- X₁ = Variabel independen (Leadership style)
- X₂ = Variabel independen (Compensation)

3. Coefficient of Determination

According to Ghozali (2023: 97), "the coefficient of determination (R²) essentially measures the extent to which the model explains the variation in the independent variable." A small R² value indicates that the independent variables have limited ability to explain the variation in the dependent variable, whereas an R² value close to one means that the independent variables provide nearly all the information needed to predict the variation in the dependent variable. The coefficient of determination used in this study is the R² value because the independent variables used in this study are two variables. Additionally, the R² value. This analysis is used to determine the percentage of influence of the independent variables on the dependent variable.

4. Hypothesis Testing

1) T-test

According to Priyatno (2023: 50), the t-test is used to determine whether the independent variable has a significant effect on the dependent variable. The testing stages are as follows

- a. If the significance value (α) $t \leq 0.05$, this means that H₀ is rejected and H_a is accepted, which means that the independent variables (X1 and X2) have a partial effect on the dependent variable (Y)

- b. If the significance value (α) $t \geq 0.05$, this means that H_0 is accepted and H_a is rejected, indicating that the independent variables (X_1 and X_2) do not have a partial effect on the dependent variable (Y)

2) F-test

According to Sugiyono (2023: 192), the F test is a statistical test that shows whether the independent variables included in the model have a combined effect on the dependent variable. The statistical test procedure in the testing stages is as follows:

- a. If the significance value (α) $F \leq 0.05$, this means that H_0 is rejected and H_a is accepted, which means that the independent variables (X_1 and X_2) simultaneously affect the dependent variable (Y).
- b. If the significant value (α) $F \geq 0.05$, this means that H_0 is accepted and H_a is rejected, indicating that the independent variables (X_1 and X_2) do not simultaneously influence the dependent variable (Y).

RESULTS AND DISCUSSIONS

1. Results of Leadership Style Variable Validity Test

Table 3. Validity Test of Leadership Style Variable (X_1)

Leadership Style Variables (X_1)					
No. Statement	R _{hitung}	Sig	Ket	Sig	Description
1	0.618	0.01	<	0.05	Valid
2	0.613	0.01	<	0.05	Valid
3	0.783	0.01	<	0.05	Valid
4	0.722	0.01	<	0.05	Valid
5	0.525	0.01	<	0.05	Valid
6	0.618	0.01	<	0.05	Valid
7	0.613	0.01	<	0.05	Valid
8	0.783	0.01	<	0.05	Valid
9	0.722	0.01	<	0.05	Valid
10	0.525	0.01	<	0.05	Valid

Source: Research results, compiled in 2025

From the table above, it can be concluded that the validity test results in this study show that the significant value (α) in the calculated r for each statement of the leadership style variable (X_1) is smaller (<) than the significant value (α) of 0.05. Therefore, it can be concluded that the validity test results for variable X_1 are valid.

2. Results of Compensation Variable Validity Test

Table 4. Compensation Variable Validity Test

Compensation Variables (X_2)					
No. Statement	R _{hitung}	Sig	Ket	Sig	Description
1	0.843	0.01	<	0.05	Valid
2	0.816	0.01	<	0.05	Valid
3	0.951	0.01	<	0.05	Valid
4	0.833	0.01	<	0.05	Valid
5	0.709	0.01	<	0.05	Valid
6	0.843	0.01	<	0.05	Valid
7	0.816	0.01	<	0.05	Valid
8	0.951	0.01	<	0.05	Valid
9	0.833	0.01	<	0.05	Valid
10	0.709	0.01	<	0.05	Valid

Source: Research results, compiled in 2025

From the table above, it can be concluded that the validity test results in this study show that the significant value (α) in the calculated r for each statement of the compensation variable (X_2)

is smaller ($<$) than the significant value (α) of 0.05. Therefore, it can be concluded that the validity test results for the X2 variable are valid.

3. Results of Employee Performance Variable Validity Test

Table 5. Employee Performance Variable Validity Test

Employee Performance Variables (Y)					
No. Statement	R _{hitung}	Sig	Ket	Sig	Description
1	0.917	0.01	<	0.05	Valid
2	0.917	0.01	<	0.05	Valid
3	0.805	0.01	<	0.05	Valid
4	0.954	0.01	<	0.05	Valid
5	0.954	0.01	<	0.05	Valid
6	0.917	0.01	<	0.05	Valid
7	0.917	0.01	<	0.05	Valid
8	0.805	0.01	<	0.05	Valid
9	0.954	0.01	<	0.05	Valid
10	0.954	0.01	<	0.05	Valid

Source: Research results, compiled in 2025

From the table above, it can be concluded that the validity test results in this study show that the significant value (α) in the calculated r for each statement of employee performance variable (Y) is smaller ($<$) than the significant value (α) of 0.05. Therefore, it can be concluded that the validity test results for variable Y are valid.

4. Reliability Test Results

Table 6. Reliability Test

Reliability Statistics				Decision
Variabel	Cronbach's Alpha	Ket	Alpha Kritis	
Leadership Style (X ₁)	0.845	>	0.6	Reliabel
Compensation (X ₂)	0.947	>	0.6	Reliabel
Employee Performance(Y)	0.969	>	0.6	Reliabel

Source: Research results, compiled in 2025

From the table above, the reliability test results obtained Cronbach's Alpha values for each variable greater than 0.6, so it can be concluded that variables X (leadership style and compensation) and Y (employee performance) are reliable.

5. Multiple Linear Regression Results

Table 7. Multiple Linear Regression

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	47.874	1.904		25.143	.000	
	X1	.136	.062	.466	2.176	.037	.107
	X2	.183	.074	.529	2.468	.019	.212

a. Dependent Variable: Y

Source: Research results, compiled in 2025

From the table above, the following multiple linear regression equation can be derived:

$$Y = 47.874 + 0.136 X_1 + 0.183 X_2$$

The meaning of the Multiple Linear Regression equation is:

1. $a = 42.874$ This means that the constant value is 42.874. This means that if the variables of leadership style (X1) and compensation (X2) are considered constant, then employee performance (Y) remains at 42.874.
2. $b_1X_1 = 0.136$ This means that the regression coefficient b_1 of variable X1 (leadership style) is 0.136. This means that if the leadership style is increased by one unit, while X2 remains constant, employee performance (Y) will increase by 0.136.
3. $b_2X_2 = 0.183$ This means that the regression coefficient b_2 of variable X2 (compensation) is 0.183. This means that if compensation is increased by one unit, while X1 remains constant, employee performance (Y) will increase by 0.183.

6. Determination Coefficient Results

Table 8. Determination

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change
1	.402 ^a	.162	.112	2.75941	.162
a. Predictors: (Constant), X2, X1					
b. Dependent Variable: Y					

Source: Research results, compiled in 2025

Based on the table above, the multiple coefficient of determination (R Square) $R^2 = 0.162$ or (16.2%), where the value of the multiple coefficient of determination means that together, the description of leadership style (X1) and compensation (X2) contribute to influencing employee performance (Y) working in the State-Owned Assets Unit (BMN) of Bengkulu University by $R^2 = 0.162$ or 16.2%, while 83.8% is influenced by other factors not studied.

7. Hypothesis Test Results

a. T-test

Table 8 t-test

Coefficients^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	47.874	1.904		25.143	.000	
	X1	.136	.062	.466	2.176	.037	.107
	X2	.183	.074	.529	2.468	.019	.212
a. Dependent Variable: Y							

Source: Research results, compiled in 2025

Based on the table above, it is known that:

1. The t-test result for X1 (leadership style) has a significant value = 0.037 (\leq) which is smaller than the significance level = 0.05. This means that H_0 is rejected and H_a is accepted, indicating that the leadership style variable has a partial effect on employee performance (Y).
2. The t-test result for X2 (compensation) has a significant value = 0.019 (\leq) which is smaller than the significance level = 0.05. This means that H_0 is rejected and H_a is accepted, so the compensation variable has a partial effect on employee performance (Y).

b. F-test

Table 9 F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	49.868	2	24.934	3.275	.049 ^b
	Residual	258.888	34	7.614		
	Total	308.757	36			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Research results, compiled in 2025

Based on the table above, the calculated F value is 3.275 with a significance level of 0.040 (\leq), which is smaller than the significance level of 0.05. Therefore, H0 is rejected and Ha is accepted, and it can be concluded that there is a simultaneous effect of leadership style and compensation on the performance of employees of the State-Owned Property Unit (BMN) of Bengkulu University.

The Influence of Leadership Style on Employee Performance

The results of this study indicate that there is a significant influence between leadership style and employee performance. This shows that the better the leadership style, the better the employee performance. Employees of the Bengkulu University State Property Unit are able to work well because the leaders of the Bengkulu University State Property Unit are firm with employees who violate the rules.

Employees of the Bengkulu University State Property Unit can work optimally because the leadership of the Bengkulu University State Property Unit is able to listen to the complaints of its employees, which greatly affects the performance of the Bengkulu University State Property Unit employees. Leadership style is an important aspect in influencing employee performance. The better the leadership style of the leadership, the greater the impact on the performance of its employees.

The results of this study are in line with the opinion of Makalew et al. (2021), who stated that leadership style does play an important role in employee performance, especially in improving employee performance in accordance with the State Property Unit of Bengkulu University. Employees can perform their duties effectively within the State-Owned Assets Unit of Bengkulu University, and this is a critical aspect of the effective leadership style demonstrated by a leader toward their employees.

The Effect of Compensation on Employee Performance

The results of this study indicate that there is a significant relationship between compensation and employee performance. This suggests that the better the compensation provided to employees, the higher their performance. Employees of the State Property Unit at Bengkulu University are able to perform well because the wages paid by the State Property Unit at Bengkulu University to its employees are commensurate with their work performance.

Employees of the State Property Unit of Bengkulu University can work optimally because the State Property Unit of Bengkulu University provides allowances to employees to help meet their holiday needs, which greatly affects the performance of employees of the State Property Unit of Bengkulu University. Compensation is an important aspect in influencing employee performance. The better the compensation provided by the State-Owned Assets Unit of Bengkulu University to its employees, the more it will impact the improvement of their performance.

The results of this study are in line with Arifudin's (2019) opinion that compensation does play an important role in employee performance, especially in improving the performance of employees in accordance with the Bengkulu University State Property Unit. Employees can work to their full potential, and this is an important aspect of the compensation provided by the Bengkulu University State Property Unit to employees working in the Bengkulu University State Property Unit.

The Influence of Leadership Style and Compensation on Employee Performance

Based on the research findings, there is a positive and significant joint influence between leadership style and compensation on the performance of employees in the State Property Unit of Bengkulu University. Based on data regarding gender and length of service, it can be seen that most employees of the State-Owned Assets Unit at Bengkulu University are male with more than 4 years of service. For men, of course, they can work to their full potential in their jobs because the workload at the State-Owned Assets Unit at Bengkulu University is very heavy, and employees sometimes have to work overtime to complete their tasks.

Employees can work optimally in line with good leadership styles and good compensation for employees, thereby improving employee performance in the State Property Unit of Bengkulu University. The results of this study are in line with the opinion of Pratama et al. (2021), who revealed that leadership style and compensation have a significant impact at the same time.

CONCLUSION

Based on the results of research and discussion on the influence of leadership style and compensation on the performance of employees of the State Property Unit of Bengkulu University as described above, the following conclusions can be drawn:

1. The regression analysis results show that $Y = 47.874 + 0.136 X1 + 0.183 X2$. This illustrates a positive regression between $X1$ (leadership style) and $X2$ (compensation) on Y (employee performance). This means that if the variables of leadership style and compensation increase, employee performance will also increase.
2. The small coefficient of determination of the R Square value of 0.162. This means that $X1$ (leadership style) and $X2$ (compensation) affect Y (employee performance) by 16.2%, while the remaining 83.8% is influenced by other variables not examined in this study.
3. The t-test results at a significance level of 0.05 show that, partially, the leadership style variable has a significant value of 0.037 and the compensation variable has a significant value of 0.019, indicating that they have a significant effect on employee performance.
4. The F-test result at a significance level of 0.05 explains that the significant value of the F-test is 0.049, so it can be stated that the variables of leadership style and compensation have a simultaneous (joint) effect on the performance of employees of the State Property Unit of Bengkulu University.

LIMITATION AND STUDY FORWARD

This study was only conducted at the State Property Unit of Bengkulu University, so the results cannot be generalized to other institutions. The variables studied were limited to leadership style and compensation, without considering other factors that might affect employee performance. The number of respondents was only 37, all of whom were from that unit. Data collection was conducted through a questionnaire, which is susceptible to perceptual bias. The analysis method used was limited to multiple linear regression, without considering mediation or moderation effects.

Further research should include other agencies or units to broaden the results. Additional variables such as motivation, job satisfaction, or organizational culture should also be considered. Qualitative approaches such as interviews can be used to explore data in greater depth. Additionally, more complex analytical methods such as SEM can be used to identify more detailed relationships between variables. Performance evaluations should also be supplemented with objective data, not solely based on respondents' perceptions.

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