
The Influence of Leadership, Wages and Motivation on the Performance of Daily/wholesale Workers at Pt. Dwima Intiga, Tapin Regency

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Abstract

The purpose of this study was to determine the effect of leadership, wages and motivation simultaneously or partially on the performance of daily workers/contract workers at PT. Dwima Intiga. This study uses a quantitative approach with explanatory research, the type of data used in this research is quantitative data. The population in this study were 55 daily workers at PT. Dwima Intiga. The method of determining the sample used saturated sampling, in which all 55 members of daily/contract workers at PT. Dwima Intiga were sampled in this study. To determine the causal relationship between the variables of Leadership, Wages and Motivation on the Performance of Daily/Partial Workers using multiple linear regression tests

The results of the study show that: 1) Simultaneously there is a significant influence between leadership, wages and motivation on the performance of daily/contract workers, 2) Partially, leadership and work motivation have no significant effect on the performance of daily/contract workers, 3). Wages are the variable that makes the greatest contribution to the performance of daily/contract workers.

Keywords: Leadership, Work motivation, Wages, Performance

1. Introduction

Human resources are a critical component in achieving the goals of an organization. As the size of an organization increases, the need for human resources also grows. Human resources with good work capabilities and high responsibility greatly support the realization of the organization's objectives. A company cannot function without the presence of its human resources, even if it is supported by advanced equipment or technology. It is undeniable that achieving organizational goals is not an easy task, and many factors such as leadership, wages, and work motivation can influence it.

Rivai (2013) states that human resources can enhance the efficiency and performance of a company. A leader must determine the best approach to utilize employees within the organization to fulfill its goals. A good leader is someone who can effectively control and manage the company's operations. One of the determinants of success and sustainability in an organization is leadership. Organizational leaders are expected to have the ability to lead, influence goal-setting, improve groups and their cultures, motivate, direct, mobilize, organize activities to achieve targets, foster and maintain cooperation, and communicate with

subordinates to optimize their abilities and potential in order to achieve organizational goals (Rivai, 2013). Tintami (2012) found that Transformational Leadership style has a positive effect on employee performance in the daily workers of SKT Megawon II PT. Djarum Kudus.

One key to successful leadership is management. The formulation of company policies and the involvement of every employee in their implementation are among the most important responsibilities of management. A leader's management skills will have a tangible impact on the quality of the products produced. The quality of a leader in an institution will affect the quality of the company's products. The quality of leadership can be seen as the essence of an institution or institution. Without mental preparedness to face tasks and their challenges, self-awareness and awareness of others, initiative, creativity, integrity, and courage to go beyond, leaders are the key to success in an organization's efforts to achieve its goals.

A leader bears great responsibility, so they must have good mental and psychological readiness in carrying out their duties, especially in overcoming difficulties and obstacles to create and maintain a comfortable working environment for employees. The leadership of an individual has a significant impact on the performance of employees and the effectiveness of the developed activities. Employees enter a company usually to fulfill their personal and family needs. Employees contribute their skills and abilities to improve the quality of their lives and families. One aspect of motivation that can enhance employee performance is wages. Siagian (2008) asserts that the main driver for employees to work is their wages. The level of satisfaction each employee has with their wages varies, so employers must provide sufficient wages that have an impact on employee performance. It is expected that wages will impact employee performance by encouraging and directing workers to work in accordance with their skills and organizational goals. Susi Handayani (2017) found that financial compensation has an influence on performance. As each person being led has different personalities and goals, organizational leaders often struggle to find the best way to influence and improve employee performance while providing them with the freedom and accountability they need to fulfill their responsibilities to the best of their abilities. The willingness and capacity of employees to fulfill their assigned responsibilities will determine how productive the workplace is. Therefore, managers must be able to inspire or motivate teams to work hard.

If employees are interested in and enthusiastic about their work, the organization will benefit from their productivity. If leaders are always aware of their responsibility towards these individuals, such as guiding, encouraging, and serving them fairly in accordance with human values and appreciating their work, their interest and excitement can flourish. High work motivation among employees will benefit the school organization. When people feel satisfied with their work, it shows loyalty and enthusiasm for their job. Leadership have a significant influence on the performance effectiveness of employees in the Department of Culture and Tourism of Tapin Regency. Based on the existing phenomenon and issues, the research question related to the influence of leadership, wages, and motivation on the performance of daily/bulk workers at PT. Dwima Intiga, Tapin Regency, is:

1. Does leadership, wages, and motivation collectively have a significant influence on the performance of daily/bulk workers at PT. Dwima Intiga, Tapin Regency?
2. Does leadership, wages, and motivation individually have a significant influence on the

performance of daily/bulk workers at PT. Dwima Intiga, Tapin Regency?

2. Literature Review

2.1 Leadership

A leader is essentially someone who possesses power and utilizes that power to influence the behavior of others in the workplace. Power is the ability to influence and guide others in relation to tasks that need to be accomplished. The definition of leadership is as diverse as individuals who attempt to define it. Leadership is defined in terms of qualities, actions, influence on others, interactions, collaborative work relationships, administrative positions, and how others perceive the legitimacy of an influence (Wahjosumidjo, 2008).

According to Wahjosumidjo (2008), leadership is the process of influencing the activities of an individual or a group to achieve predetermined goals. This definition indicates that leadership is an action that motivates an individual or a group to work towards shared goals.

Leadership encompasses influencing organizational goals, motivating followers to achieve objectives, and influencing the improvement of groups and their cultures. Furthermore, leadership influences the interpretation of events by followers, the organization and activities organized to achieve goals, maintaining cooperative work relationships and group work, obtaining support and collaboration from individuals outside the group or organization, and so on (Rivai, 2011).

According to Kyte (Marno, 2008), leaders should organize the company and its personnel into an efficient, democratic, and institutional cooperative situation that relies on the expertise of the workers. Employee education programs should be organized and coordinated under their leadership. Leaders must be able to lead employees professionally, work scientifically, be attentive, and democratic, with an emphasis on improving work quality, where a significant portion of creativity will be devoted to enhancing the company's performance.

According to Handoko (2003), leadership is an essential component of management because it is the ability of an individual to persuade others to work towards shared goals and objectives. Meanwhile, Yukl (1995) defines leadership as influencing the interpretation of events for followers, setting goals for organizations or groups, and organizing work activities to achieve those goals. Leadership is one of an individual's characteristics. A leader is someone who can create a shared vision and sentiment within an organization or among the people they lead.

Wirawan (2013) states that to become a leader, psychological qualities are necessary because leadership is a process of influence, and individuals with low psychological qualities will find it difficult to become leaders. The psychological qualities that a leader must possess include self-understanding, intellectual intelligence, and emotional intelligence.

Based on the various interpretations of the above definitions of leadership, the researcher concludes that leadership is the ability and willingness of an individual to persuade, guide, motivate, and mobilize others to have a sense of responsibility towards achieving predetermined goals.

2.2 Wages

Wages, according to Rizky (2001), are more than just salaries and wages. Rewards consist of all direct and indirect costs incurred by businesses for their employees. According to Sutarto (2005), preparation, implementation, maintenance, communication, and evaluation are rewards. Wages are the compensation or remuneration given to employees for their work, as stated by Wukir (2013). Remuneration should reflect the volume and quality of effort. Meanwhile, according to Hasibuan (2003) as cited by Wukir (2013), wages are all income received by employees as remuneration for services rendered to the company.

According to Siagian (2008), salaries are a system that ensures satisfaction among members of the organization, which in turn enables the organization to seek, retain, and employ a variety of individuals with positive attitudes and behaviors who work efficiently for the benefit of the organization. Wages consist of direct cash payments, indirect payments in the form of employee benefits, and incentives to encourage employees to work harder and think outside the box to achieve the best performance. To ensure the well-being of every employee in the organization, wages are a goal. Wages help employees allocate their time and effort because wages capture their attention, teach them about important things that are compensated compared to others, or remind them of those things. Wages also enhance employee motivation towards performance measurement.

According to Rivai (2013), wage distribution should adhere to the principles of fairness and reasonableness. Fair means that the amount of wages is adjusted to work performance, job type, job risk, responsibility, job position, and meets internal consistency requirements. Meanwhile, reasonable and reasonable mean that the amount of wages is adjusted to the government's minimum wage. Income serves as a strong incentive for workers to improve their performance. Paying wages benefits both employers and workers because it motivates workers to increase the quantity and quality of their work output. When someone accomplishes something in line with their personal goals, they will feel satisfied.

Salary has a significant impact on how and why people choose to work for one company over another. Employees, of course, aspire to earn enough money to meet their physiological needs - the needs for survival, such as clothing, food, and shelter, as well as the need for success, affiliation, power, or self-actualization. Therefore, income, often referred to as wages, which is a right of every individual, plays a vital role in employees' lives. Any form of reward promised to employees in return for their job performance in the effort to advance organizational goals is called wages and is a component of human resource management. From the various perspectives mentioned above, it can be concluded that wages are fair and reasonable compensation for employees' contributions to the achievement of organizational goals.

2.3 Work Motivation

Everyone is driven to act according to their needs, desires, and motivations. The causes believed to make someone engage in certain behaviors or actions are known as motivation. According to Uno (2008), motivation is the fundamental drive that directs a person's behavior. Someone who acts based on internal drive is someone who is motivated to fulfill that drive. Motivation is a

psychological force that compels an individual to initiate or sustain a behavior, according to Krech as cited in Mulyasa (2004).

According to Gray and Winardi (2001), motivation is the product of several internal or external processes that lead to enthusiasm and perseverance when performing specific tasks. Maslow's Hierarchy of Needs states that there are five stages of human desires, ranging from the most basic to the most complex, as reported in Rivai and Sagala (2013). Physiological needs, self-actualization, self-esteem, belongingness, and safety are ranked from the lowest to the highest in terms of motivation.

According to Murray as cited in Usman (2011), the need theory argues that there are several needs that drive people to take action. According to Murray, these human needs include achievement, affiliation, aggression, autonomy, exhibition, conscience, maintaining good relationships, dominance (power), strength, and understanding. Human needs are depicted with the acronym ERG in Usman (2011), corresponding to Alderfer's ERG theory (Existence, Relatedness, Growth). Alderfer asserts that the fundamental desires of humans are to be accepted, recognized, and acknowledged for their existence (existence). Additionally, as we are social beings, humans have a desire to interact and relate to others (relatedness). Humans also aspire to achieve self-fulfillment by continuously improving their living standards (growth).

According to McClelland's ideas cited by Usman (2011), many demands are influenced by culture. McClelland's three needs are as follows: (1) the need for achievement; (2) the need for affiliation; and (3) the need for power. The internal drive to overcome all difficulties and barriers in the pursuit of goals is achievement motivation. The need to connect with others or the desire to gain as many friends as possible is an example of affiliation motivation. The desire to influence others to comply with one's wishes is known as power motivation.

According to Herzberg as cited in Wirawan (2013), there are two factors that influence how well workers perform their jobs: Motivator factors are elements of the work environment. These elements can generate job satisfaction and a desire to strive hard. Hygiene factors are variables that, if present and in adequate amounts, can function as motivators. As they serve to avoid job unhappiness, these components are referred to as healthier components. Unhygienic work conditions are caused by a lack of cleanliness consideration. Therefore, although hygiene factors do not directly cause job happiness, these components can help avoid it.

It can be concluded from the various perspectives above that motivation is a psychological process that drives people to achieve something. Intrinsic motivation can arise from within oneself or from the external world. Extrinsic motivation is usually not as effective or long-lasting as intrinsic motivation.

2.4 Performance

Performance in an organization has a significant impact on achieving organizational goals. Performance is a quantifiable and measurable outcome of someone carrying out their responsibilities. Performance is an expression of development based on knowledge, skills, attitudes, and motivation to produce something (Fatah, 2003).

The concept of performance is the source of performance. Some also define performance as the results or tasks achieved through work. Performance has a broader definition than just what happens as a result of work; it also refers to how the work process is carried out. Performance is about doing the job and seeing the results of that work. What is done and how it is done shapes performance. Work closely related to strategic goals of the company, customer satisfaction, and economic contribution produces performance (Wibowo, 2010).

According to Hikman (Usman, 2011), an individual's performance is the consequence of the work they have done and the progress they have achieved in their field of work. Performance is always a good indicator of organizational and employee success. Therefore, when we talk about performance appraisal, the activity will evaluate whether an employee has succeeded or failed in completing tasks. In other words, someone's performance is considered good if their actions produce work results that meet the organization's established standards or criteria. If not, their performance is considered poor.

According to Hasibuan (2004), performance (or job achievement) is the work result achieved by an individual in completing assigned tasks, based on competence, experience, dedication, and time. Performance is the outcome that a person achieves in accordance with relevant standards for the given job. If a task is completed according to procedures, it will yield the desired work results, which are the task requirements. Performance standards that describe the desired results serve as the benchmark. An individual's performance in a job refers to how well they can perform their tasks in relation to the desired outcomes (As'ad, 2001). According to Rivai (2013), performance is a function of ability and motivation. Performance is the observable behavior displayed by each person as a result of work produced by employees in line with their functions within the organization.

2.5 Conceptual Framework and Research Hypothesis

The daily/piece-rate workers' performance is crucial in achieving the goals of the organization, in this case, PT. Dwima Intiga. There are several factors that are believed to influence the performance of daily/piece-rate workers at PT. Dwima Intiga, namely leadership, wages, and work motivation.

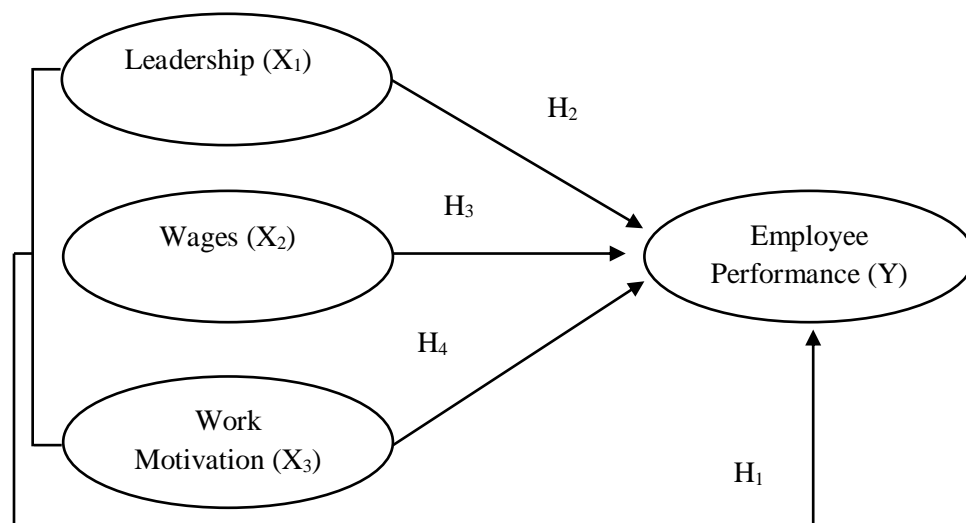


Figure 1. Conceptual Framework

3. Research methods

This study adopts a quantitative approach with an explanatory research design. The type of data used in this study is quantitative data obtained from respondents' answers to the questionnaire. The population of this study consists of daily/piece-rate workers at PT. Dwima Intiga located in the Lokpaikat sub-district of Tapin Regency, totaling 55 individuals. The sampling method used is saturation sampling, where all the members of the daily/piece-rate workers at PT. Dwima Intiga, totaling 55 individuals, are included as samples in this study. To determine whether there is a functional or causal relationship between the variables of Leadership, Wages, and Work Motivation on the Performance of Daily/Piece-Rate Workers at PT. Dwima Intiga, Tapin Regency, multiple linear regression analysis is employed using the multiple linear regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. Hypothesis testing is conducted using the F-test and t-test.

3.1 Variable Operational Definitions

Leadership (X_1) is the quality of being a leader who has the capacity and willingness to motivate, direct, and inspire others to take action based on a sense of responsibility towards achieving predetermined goals. The indicators of leadership are derived from Wirawan's (2013) perspective, which include: 1) self-awareness, 2) intellectual intelligence, and 3) emotional intelligence.

Wages (X_2) refer to fair and reasonable compensation given to employees for their contributions towards achieving organizational goals. The indicators of wages are derived from Rivai's (2013) viewpoint, which include the principles of fairness and appropriateness.

Work Motivation (X_3) is the psychological process that persuades individuals to take action. The indicators of motivation are derived from Maslow's hierarchy of needs theory (Rivai and Sagala,

2013), which include self-actualization, self-esteem, social belongingness, safety, and physiological needs.

Performance (Y) refers to the capacity demonstrated by an employee in terms of work or job outcomes to produce the best possible results. The indicators of performance are derived from Umar's (2003) perspective, which include: 1) job quality, 2) employee honesty, 3) initiative, 4) attendance, 5) attitude, 6) teamwork, 7) reliability, 8) job knowledge, 9) responsibility, and 10) time utilization.

4. Research Result

4.1 Validity Test

Table 1
Validity Test Result

| Variable | Question code | validity | | Decision |
|-----------------------------------|---------------|-----------------|----------|----------|
| | | Correlation (R) | sign (p) | |
| Leadership (X ₁) | X1.1.1 | .781** | .000 | valid |
| | X1.1.2 | .693** | .000 | valid |
| | X1.1.3 | .698** | .000 | valid |
| | X1.1.4 | .631** | .000 | valid |
| | X1.2.1 | .686** | .000 | valid |
| | X1.2.2 | .693** | .000 | valid |
| | X1.2.3 | .747** | .000 | valid |
| | X1.3.1 | .707** | .000 | valid |
| | X1.3.2 | .814** | .000 | valid |
| | X1.3.3 | .362** | .007 | valid |
| Wages(X ₂) | X2.1.1 | .633** | .000 | valid |
| | X2.1.2 | .701** | .000 | valid |
| | X2.1.3 | .701** | .000 | valid |
| | X2.1.4 | .712** | .000 | valid |
| | X2.2.1 | .555** | .000 | valid |
| | X2.2.2 | .634** | .000 | valid |
| | X2.3.1 | .737** | .000 | valid |
| | X2.3.2 | .720** | .000 | valid |
| Work Motivation (X ₃) | X3.1.1 | .505** | .000 | valid |
| | X3.1.2 | .775** | .000 | valid |
| | X3.1.3 | .478** | .000 | valid |
| | X3.2.1 | .532** | .000 | valid |
| | X3.2.2 | .584** | .000 | valid |
| | X3.3.1 | .712** | .000 | valid |
| | X3.3.2 | .762** | .000 | valid |
| | X3.4.1 | .689** | .000 | valid |
| | X3.4.2 | .560** | .000 | valid |
| | X3.5.1 | .591** | .000 | valid |
| X3.5.2 | .470** | .000 | valid | |

| Variable | Question code | validity | | Decision |
|-----------------|---------------|-----------------|----------|----------|
| | | Correlation (R) | sign (p) | |
| Performance (Y) | Y1.1 | .555** | .000 | valid |
| | Y1.2 | .582** | .000 | valid |
| | Y1.3 | .602** | .000 | valid |
| | Y.2.1 | .616** | .000 | valid |
| | Y.2.2 | .681** | .000 | valid |
| | Y.3.1 | .674** | .000 | valid |
| | Y.3.2 | .668** | .000 | valid |
| | Y.3.3 | .526** | .000 | valid |
| | Y.4.1 | .542** | .000 | valid |
| | Y.4.2 | .433** | .001 | valid |
| | Y.4.3 | .517** | .000 | valid |
| | Y.5.1 | .588** | .000 | valid |
| | Y.5.2 | .446** | .001 | valid |
| | Y.5.3 | .569** | .000 | valid |
| | Y.6.1 | .461** | .000 | valid |
| | Y.6.2 | .692** | .000 | valid |
| | Y.6.3 | .594** | .000 | valid |
| | Y.7.1 | .440** | .001 | valid |
| | Y.7.2 | .514** | .000 | valid |
| | Y.8.1 | .539** | .000 | valid |
| Y.8.2 | .414** | .002 | valid | |
| Y.8.3 | .576** | .000 | valid | |
| Y.9.1 | .480** | .000 | valid | |
| Y.9.2 | .388** | .003 | valid | |
| Y.9.3 | .579** | .000 | valid | |
| Y.10.1 | .594** | .000 | valid | |
| Y.10.2 | .508** | .000 | valid | |

Source: SPSS data output 26

Based on Table 1, it shows that all the variable statement items on Leadership (X₁), Wages (X₂), Work Motivation (X₃) and Performance (Y) are valid, because each item statement has a positive value (r-result > r-table 0.266 at a significant level of 5%).

4.2 Reliability Test

Table 2.
Reliability Test Result

| Variable | Cronbach's Alpha | Question items | Decision |
|-----------------------------------|------------------|----------------|----------|
| Leadership (X ₁) | .862 | 10 | Reliable |
| Wages (X ₂) | .825 | 8 | Reliable |
| Work Motivation (X ₃) | .830 | 11 | Reliable |
| Performance (Y) | .912 | 27 | Reliable |

Source: SPSS data output 26

The results of the reliability test are in Table 2, Cronbach's alpha value the variable Leadership (X₁), Wages (X₂), Work Motivation (X₃) and Performance (Y) are larger 0.6 so that the instrument is declared reliable.

4.3 Multiple Linear Regression

Table 3.
Coefficients Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | std. Error | Betas | | |
| 1 | (Constant) | 43,129 | 17030 | | 2,532 | .014 |
| | Leadership (X ₁) | .423 | .229 | .241 | 1,842 | .071 |
| | Wages (X ₂) | 1,079 | .404 | .356 | 2,673 | .010 |
| | Work Motivation (X ₃) | .129 | .293 | .054 | .439 | .662 |

Source: SPSS data output 26

Based on Table 3, the multiple linear regression equation is $Y = 43.129 + 0.423 X_1 + 1.079 X_2 + 0.129 X_3$

The regression equation can be explained as follows:

- A constant of 43.129 means that if the leadership variable (X₁), the wage variable (X₂) and the work motivation variable (X₃) are fixed or equal to 0, then the performance value of daily/part-time workers at PT. Dwima Intiga is 43.129.
- Leadership variable regression coefficient (X₁) 0.423 means that if the leadership variable (X₁) increases by 1 unit, then the performance of daily/part-time workers at PT. Dwima Intiga will increase by 0.423 assuming the wage variable (X₂) and work motivation variable (X₃) remain constant.
- Regression coefficient of wage variable (X₂) 1,079 meaning that if the wage variable (X₂) has increased by 1 unit, then the performance of daily/part-time workers at PT. Dwima Intiga will increase by 1.079 assuming the leadership variable (X₁) and work motivation variable

(X₃) remain constant.

- d. The regression coefficient of the work motivation variable (X₃) is 0.129, meaning that if the work motivation variable increases by 1 unit, then the performance of daily/contract workers at PT. Dwima Intiga will increase by 0.129 assuming the leadership variable (X₁) and wage variable (X₂) are fixed.

4.4 F test (simultaneous)

Table 4.
F Test Results

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|------------|-------|-------|
| Model | | Sum of Squares | df | MeanSquare | F | Sig. |
| 1 | Regression | 1498,786 | 3 | 499,595 | 6,222 | .001b |
| | residual | 4095142 | 51 | 80,297 | | |
| | Total | 5593927 | 54 | | | |
| a. Dependent Variable: Performance (Y) | | | | | | |
| b. Predictors: (Constant), Motivation (X ₃), Leadership (X ₁), Wages (X ₂) | | | | | | |

Source: SPSS data output 26

Based on Table 4, the significance value is $0.001 < 0.05$ and value F-count $6.222 >$ from F-table, 2.786 means, simultaneously there is a significant influence between the variables of leadership (X₁), wages (X₂), work motivation (X₃) on the performance of daily/part-time workers at PT. Dwima Intiga.

4.5 t test (partial)

Table 5.
Partial Test Results

| Coefficients ^a | | | | | | | | |
|--|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | std. Error | Betas | | | Tolerance | VIF |
| 1 | (Constant) | 43,129 | 17030 | | 2,532 | 014 | | |
| | Leadership (X ₁) | .423 | .229 | .241 | 1,842 | 071 | .836 | 1,197 |
| | Wages (X ₂) | 1,079 | .404 | .356 | 2,673 | 010 | .811 | 1,233 |
| | Work Motivation (X ₃) | .129 | .293 | .054 | .439 | .662 | .956 | 1,046 |
| a. Dependent Variable: Performance (Y) | | | | | | | | |

Source: SPSS data output 26

Based on Table 5, the variable significance value leadership (X_1) greater than alpha 5% ($0.071 > 0.05$). This indicates that there is no significant relationship between leadership and performance. The t-count value for the leadership variable is 1.842 which is smaller than the t-table 2.00575 ($t\text{-count } 1.842 < t\text{-table } 2.00575$) means that the leadership variable has no significant effect on performedaily worker/contract worker at PT. Dwima Intiga.

Based on Table 5, the significance value of the wage variable (X_2) smaller than alpha 5% ($0.010 < 0.05$). This indicates that there is a significant relationship between wages and performance. The t-count value for the wage variable is 2.673 which is greater than t-table 2.00575 ($t\text{-count } 2.673 > t\text{-table } 2.00575$) means that the wage variable has a significant effect on performedaily worker/contract worker at PT. Dwima Intiga.

Based on Table 7, the variable significance value leadership (X_3) greater than alpha 5% ($0.662 > 0.05$). This indicates that there is no significant relationship between work motivation and performance. The t-count value for the work motivation variable is 0.439 which is smaller than the t-table 2.00575 ($t\text{-count } 0.439 < t\text{-table } 2.00575$) means that the variable of work motivation has no significant effect on performedaily worker/contract worker at PT. Dwima Intiga.

4.6 Determination Analysis

Table 6.
Results of Determination Analysis

| Summary Model ^b | | | | | | | | | |
|--|-----------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| | .518 a | .268 | .225 | 8.96085 | .268 | 6,222 | 3 | 51 | 001 |
| a. Predictors: (Constant), Motivation (X_3), Leadership (X_1), Wages (X_2) | | | | | | | | | |
| b. Dependent Variable: Performance (Y) | | | | | | | | | |

Source: SPSS data output 26

Based on Table 6, the coefficient of determination (R^2) is 0.268 or 26.8%. These results indicate that the performance of daily/contract workers at PT. Dwima Intiga is 26.8% influenced by leadership, wages and work motivation variables, while 73.2% is other variables outside of this study.

4.7 Dominant Test

Table 7.
Effective Contribution and Relative Contribution

| Variable | Regression Coefficient (Beta) | Correlation Coefficient (R) | R Square | Effective Contribution (%) | Relative Contribution (%) |
|-----------------------------------|-------------------------------|-----------------------------|----------|----------------------------|---------------------------|
| Leadership (X ₁) | 0.241 | 0.391 | 0.268 | 9.42 | 35.18 |
| Wages (X ₂) | 0.356 | 0.464 | | 16.52 | 61.69 |
| Work Motivation (X ₃) | 0.054 | 0.155 | | 0.837 | 3.14 |
| Total | | | | 31,3 | 100 |

Source: SPSS data output 26

Based on Table 7, shows the extent to which each variable contributes. The leadership variable (X₁) has a contribution of 9.42%, the wage variable (X₂) has a contribution of 16.52% and the work motivation variable (X₃) has a contribution of 0.837%. From the data it is clear that wages, which account for 16.52% of the total variance, are the most dominant factor.

5. Discussion

The simultaneous influence of leadership, wages and work motivation on performance the performance of daily workers/piecework at PT. Dwima Intiga. With a coefficient of determination of 0.268 or 26.8%, this indicates that simultaneously there is a significant relationship between the variables of leadership, wages, and work motivation on the performance of daily/part-time workers at PT. Dwima Intiga. The results of this study are in line with research by Setianingrum (2013) which states that leadership, salary, motivation and work environment have a positive and significant effect on employee performance.

Leadership, wages and work motivation affect the performance of daily/contract workers at PT. Dwima Intiga. The results of this study are in accordance with the theory expressed by Rivai (2013) that increasingly fierce business and industrial competition must make companies able to compete well. The tool used is the determination of wages for employees. This wage determination will attract potential workers, retain and motivate them to improve their performance.

Leadership has no significant effect on performance the performance of daily workers/piecework at PT. Dwima Intiga. Leadership variable has a contribution of 9.42%. the contribution was very low, even though the respondents responded positively and were included in the good category. Most daily workers think that their leaders have empathy/sensitivity towards their work but do not take the time to listen to workers' suggestions, criticisms, opinions and complaints. Leaders also supervise workers in carrying out their work. Leaders play a very important role in directing subordinates in their work and can improve the performance of their employees.

Leaders do work only in accordance with their duties and functions so that this is considered a normal thing so that the results of the study show that leadership does not affect performance.

Leadership in general has the function of creating vision, developing organizational culture, creating synergy, creating change, motivating followers, empowering followers, representing social systems, managing conflict and teaching the organization. (Wirawan, 2013). These leadership functions must be carried out properly, if one of them cannot be carried out, then of course this will affect the performance of daily workers/contract workers.

The results of this study are supported by research by Posuma (2013) with the title Competency, compensation, and leadership affect employee performance at Ratumbuysang Hospital Manado which also states that leadership does not affect performance.

Wages affect performance the performance of daily workers/piecework at PT. Dwima Intiga. The wage variable has a contribution of 16.52%. with a very low contribution even though the respondents responded positively and were included in the good category. Most daily workers think that the wages they receive are in accordance with the type of work, job risks, responsibilities and positions held. They also stated that they had been given a salary/income in accordance with regulations and that the additional income outside of salary (overtime) had increased their enthusiasm for work.

This is in accordance with the opinion of Rivai (2004) which states that remuneration can be used as a tool to motivate workers to achieve work-oriented organizational goals. The results of this study are supported by research by Lomban, et al (2015) with the title the influence of motivation, wages and work discipline on employee performance at the Manado Civil Registry Office which states that wages affect performance.

Work motivation has no significant effect on performance the performance of daily workers/piecework at PT. Dwima Intiga. The variable of work motivation has a contribution by 0.84%. the contribution was very low even though the respondents responded positively and were included in the very good category. Most of the daily workers feel safe in doing their jobs and the company does not interfere with their personal lives. Their needs for food, clothing and shelter are met by the company.

These daily/aggregate workers of course work based on daily/aggregate targets. They are required to carry out their duties in accordance with what they should do. This means that even though they are not motivated, workers are able to carry out their work in accordance with their duties and responsibilities. The results of the study contradict research by Sutedjo (2013) entitled the effect of competence and work motivation on employee performance at PT. Inti Kebun Sejahtera which states that there is an influence of motivation on performance. Nevertheless the results of this study are supported by research by Marjaya (2013) with the title influence of leadership, motivation, and training on employee performance which also states that motivation is not affect performance.

The results showed that wages were the most dominant variable on performance with an effect of 16.52%. If workers are paid according to the type of work, job risks, responsibilities and positions carried out and get additional income (overtime), their performance will increase. Temporary the existence of empathy, attention and supervision from their leaders is considered as a normal thing that indeed must be done by leaders in accordance with their duties and functions. Leadership has not been able to influence the performance of workers, they work more

oriented towards wages. If wages are high they will perform better and if their wages are low they will perform less well. This is understandable because these workers are daily/part-time workers who work on a daily/aggregate basis, if the target is met then they will get a wage. So there is no attachment to the relationship with the leadership.

6. Conclusion

Some conclusions that can be drawn from the research findings are Leadership, wages and work motivation simultaneously have a significant effect on the performance of daily/contract workers at PT. Dwima Intiga Tapin Regency.

Leadership and work motivation partially have no significant effect on the performance of daily/contract workers at PT. Dwima Intiga Tapin Regency.

Wages are the variable that makes the greatest contribution to the performance of daily/contract workers at PT. Dwima Intiga Tapin Regency.

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