

The Role of Leadership, Work Discipline, and Compensation in the Performance of the Sales Team at PT Indosat Ooredoo Sales Area Palembang

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Abstract: This study aims to analyze the impact of leadership, work discipline, and compensation on team performance at PT Indosat Ooredoo Sales Area Palembang. The research uses a quantitative approach with a survey method, involving 92 respondents who are employees of the company. Data were collected through questionnaires and processed using multiple linear regression analysis to test the impact of the three independent variables on the dependent variable, which is team performance. The results show that leadership and work discipline have a significant impact on team performance, while compensation does not show a significant effect. The results of the simultaneous test concluded that the independent variables simultaneously, namely Leadership, Work Discipline, and Compensation, had a significant influence on the dependent variable, namely Team Performance. These findings provide insights for the company to enhance team performance by improving leadership and strengthening work discipline. This study also suggests the importance of improving compensation strategies to increase employee motivation and performance.

Keywords: *Leadership, Work Discipline, Compensation, Team Performance*

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1. INTRODUCTION

In an increasingly competitive business environment, the role of human resource management has become a crucial factor in enhancing organizational performance. According to Sutrisno (2021), a company's success is not only dependent on the business strategies implemented but also on the effectiveness of leadership, employee discipline, and the compensation system applied. Good leadership fosters a conducive work environment and enhances employee motivation to achieve corporate goals (Manullang, 2022). Work discipline also plays a vital role in improving team efficiency and productivity, as disciplined employees tend to be more responsible in carrying out their duties (Mangkunegara, 2019). Additionally, fair and transparent compensation can increase job satisfaction and employee loyalty to the company (Handoko, 2020).

Leadership is the ability of an individual to influence, direct, and motivate individuals or groups to achieve organizational objectives (Robbins & Judge, 2018). According to the transformational leadership theory by Bass & Avolio (1994), leaders who provide inspiration, intellectual stimulation, and individualized consideration tend to create a productive work environment and enhance team performance. Conversely, transactional leadership, which focuses solely on rewards and punishments, may have short-term effects but does not necessarily improve employee motivation in the long run.

Work discipline is defined as employees' adherence to company regulations and policies to create an orderly and productive work environment (Mangkunegara, 2019). According to Hasibuan (2016), work discipline can be improved through coaching, appropriate incentives, and consistent rule enforcement. Employees with high levels of discipline tend to be more dedicated to their work, positively impacting the company's overall productivity.

Compensation refers to the rewards given by a company to employees in return for their contributions to the organization (Mondy & Noe, 2018). Compensation can be financial, such as salaries, bonuses, and incentives, or non-financial, such as recognition and career development opportunities. According to Herzberg's motivation theory (1959), compensation is categorized as a hygiene factor, which can prevent job dissatisfaction but does not necessarily drive employee motivation.

This phenomenon also occurs in PT Indosat Ooredoo Sales Area Palembang, where not all sales teams show optimal performance. Some employees experience obstacles in meeting sales targets due to lack of motivation, influenced by ineffective leadership and an unattractive settlement system. In addition, inconsistency in employee work discipline results in a decrease in overall time productivity. Based on observations made, the author found indications that employee dissatisfaction with leadership in the sales team is one of the influencing factors. Some team members feel that their leaders do not provide clear support and direction in implementing sales strategies, thus creating a creation in facing dynamic market challenges. Employees also expressed a lack of feedback and unclear work goals and expectations, which resulted in decreased motivation and work enthusiasm.

In addition to the leadership aspect, work discipline also needs to be explored further, considering the high pressure and workload that befalls employees has the potential to cause fatigue, stress, and reduce work effectiveness. Initial data shows that employees with high levels of discipline tend to achieve better performance

compared to others, but excessive workload remains a serious challenge. The speed factor is also highlighted as important in this study. Although the company has offered competitive salaries, dissatisfaction with the existing incentive system indicates the need for further evaluation of clarity, fairness, and transparency in performance appraisals and rewards. Thus, deeper insight is still needed into issues related to leadership, work discipline, and readiness to understand the factors that influence employee performance at PT Indosat Ooredoo Sales Area Palembang.

Previous studies have yielded varied results regarding the impact of leadership, work discipline, and compensation on employee performance. Research by Hamid et al. (2021) found that effective leadership significantly contributes to improved employee performance. However, another study by Irawan & Setiawan (2023) indicated that in some cases, overly authoritarian leadership can lower job satisfaction, ultimately reducing productivity. Meanwhile, a study by Sumatik & Muffarohah (2022) demonstrated that high work discipline positively affects team performance, whereas Nurlina & Wibowo (2023) found that excessive workload can reduce the effectiveness of work discipline.

There are also differing research findings regarding compensation, with some studies suggesting that compensation directly impacts employee motivation and productivity (Firmansyah, 2023), while others argue that factors such as work environment and leadership play a more dominant role in employee performance compared to compensation (Rahmawati et al., 2022).

Given these varying findings, further research is needed to analyze the extent to which leadership, work discipline, and compensation influence the performance of the sales team at PT Indosat Ooredoo Sales Area Palembang. The differences in findings from previous studies suggest that industry context, organizational culture, and employee characteristics may influence the relationship between these variables. Therefore, this study aims to fill the research gap by examining the impact of leadership, work discipline, and compensation on sales team performance in the telecommunications industry, which has different work dynamics compared to other sectors.

This study is expected to contribute to the development of more effective human resource management strategies to optimize employee performance. Consequently, the research findings can serve as recommendations for companies in designing more adaptive leadership policies, improving work discipline systems, and developing more attractive compensation strategies for employees.

2. LITERATURE REVIEW

Grand Theory

The Behavioral Leadership Theory emerged in the late 1940s to 1950s as a response to the weaknesses of trait theory. This theory focuses on the behavior of leaders in their work and interactions with subordinates (Lussier & Achua, 2010; Northouse, 2016). Four major studies support this theory: (1) Kurt Lewin's research at Iowa State University on autocratic, democratic, and laissez-faire leadership styles (1930s); (2) Ohio State University's research, which developed the Leader Behavior Description Questionnaire (LBDQ) (1940s); (3) the University of Michigan's study on the impact of leader behavior on group performance (1950s); and (4) Blake and Mouton's Managerial Grid model, which identified five leadership styles (1960s) (Harrison, 2018; Northouse, 2016). The strength of this theory lies in its empirical explanations of leadership, but it does not sufficiently consider situational factors (Harrison, 2018). Nevertheless, behavioral theory has significantly contributed to leadership development and remains relevant to this study on the role of leadership, work discipline, and compensation in the performance of the sales team at PT Indosat Ooredoo Sales Area Palembang.

Leadership

Leadership can guide or influence the attitudes of an individual or community to follow a particular path. Gibson et al. (2022) define leadership as "an attempt to use influence to motivate individuals to accomplish some goal." Leadership is the ability of an individual to make an impact that can serve as motivation, appeal, and supervision over groups or individuals under their leadership (Wati et al., 2022). A leader's success can be measured by their ability to lead a group towards achieving predetermined goals. According to Robbins (Jaliah et al., 2020), leadership is the ability to influence a group of members to work towards a common goal.

Work Discipline

Work discipline is a crucial element in the success of individuals and organizations. Discipline reflects employees' adherence to both written and unwritten company regulations. Disciplined employees tend to exhibit high responsibility, perform tasks according to established standards, and comply with given instructions. Arief (2021) states that work discipline includes respect for time, obedience to superiors' orders, and consistency in carrying out duties. Sudibyo & Riani (2020) emphasize that good discipline is the foundation for achieving corporate goals, as disciplined employees are more efficient and productive. Discipline is not merely passive compliance with rules. Santoso & Indrayani (2022) add that discipline also includes employees' proactiveness in maintaining productivity without intensive supervision. Employees with high discipline can more easily adapt to changes within the company, demonstrate initiative in carrying out tasks, and work efficiently even without direct oversight.

Compensation

The total value of all rewards given to employees by the company in exchange for their services is known as compensation (Sinambela et al., 2019). Compensation is also defined by Rahmawati & Liswandi (2022) as payment for work provided by a company to its employees, either in the form of direct or indirect

financial compensation. A well-structured compensation system aims to fulfill employees' ambitions, retain and attract talent, and ensure employees are fully committed to their roles. One of the key functions of human resource management related to all types of rewards given to individuals for completing work assignments is compensation. According to Alwi & Sugiono (2020), compensation is a reward for the services provided by employees in dedicating their time, energy, and attention to the company's growth and goal achievement.

Performance

Team performance is defined as the collective work results of a group of individuals collaborating to achieve a common goal (Putri & Rahardjo, 2023). In management, team performance reflects how well a team can work synergistically to complete tasks and achieve desired outcomes. Team performance not only involves the final results but also the processes and interactions among team members that affect work effectiveness. As stated by Sari & Putra (2022), team performance can be measured through several indicators, including collaboration, communication, and goal clarity. This highlights that to achieve optimal team performance, each team member must actively contribute and have a clear understanding of their roles and objectives. An essential aspect of team performance is adaptability to changes in the work environment. In the era of globalization and rapid technological advancements, organizations must develop flexible and innovative teams. Additionally, an organizational culture that promotes cooperation and open communication plays a significant role in enhancing team performance. To improve performance, organizations can implement various strategies to develop and maintain their human resource skills and expertise (Susi Handayani et al., 2023).

3. RESEARCH METHOD

This study employs a quantitative approach using a survey method to collect primary data. Data is gathered through the distribution of questionnaires to employees of PT Indosat Ooredoo Sales Area Palembang. The sampling technique used is purposive sampling, with the criteria being employees who have worked for at least six months. The total population in this study consists of 100 employees, and the sample size is determined using Slovin's formula, resulting in 80 respondents. Data analysis is conducted using multiple linear regression with the assistance of SPSS software. Classical assumption tests, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests, are performed to ensure that the regression model meets the requirements for valid statistical analysis. The results of the analysis will be used to test hypotheses regarding the influence of leadership, work discipline, and compensation on the performance of the sales team at PT Indosat Ooredoo Sales Area Palembang.

4. RESULTS AND DISCUSSION

Respondent Characteristics

Respondent characteristics provide an overview of the participants' profiles, including age, gender, and length of employment. This information offers relevant context for the analysis and helps in understanding factors that may influence the research findings.

Table 1. Respondents by Age

Age	Frequency	Percent Valid
20 s/d 30 Year	31	33.7%
31 s/d 40 Year	34	37.0%
41 s/d 50 Year	27	29.3%
Total	92	100.0%

Source: Processed by researchers using SPSS, 2024

Based on the table above, most respondents are aged 31–40 years (37.0%), reflecting a mature, productive workforce. Respondents aged 20–30 years (33.7%) represent a dynamic younger group, while those aged 41–50 years (29.3%) bring greater experience. This age distribution may influence respondents' perceptions of leadership, work discipline, and compensation in the study.

Table 2. Respondents by Gender

Gender	Frequency	Percent Valid
Male	49	53.3%
Female	43	46.7%
Total	92	100.0%

Source: Processed by researchers using SPSS, 2024

Based on the table above, the majority of respondents are male (53.3%), while females account for 46.7%. This relatively balanced gender composition provides diverse perspectives on the variables studied, including leadership, work discipline, compensation, and team performance.

Table 3. Respondents by Length of work

Length of work	Frequency	Percent Valid
< 1 year	43	46.7%
> 3 year	33	35.9%
> 5 year	16	17.4%
Total	92	100.0%

Source: Processed by researchers using SPSS, 2024

Based on the table above, most respondents have worked for less than 1 year (46.7%), indicating a workforce still adapting to the work environment. Respondents with over 3 years of experience account for 35.9%, while those with more than 5 years represent 17.4%, reflecting a more senior group. This variation

in experience may influence perceptions of leadership, work discipline, compensation, and team performance.

The Influence of Leadership on Sales Team Performance

Based on the t-test results, the Leadership variable has a t-value of 2.873 with a significance level of 0.005. Since the significance value is smaller than 0.05 and $t\text{-value} > t\text{-table}$ ($2.873 > 1.662$), it can be concluded that Leadership has a significant influence on Team Performance. This indicates that leadership aspects, such as a leader's ability to provide direction, motivation, and inspiration, play a crucial role in enhancing team performance. The study's findings are supported by indicators that contribute to achieving optimal team performance within an organization. A leader's ability to foster teamwork and build strong relationships with employees, through motivation and effective communication, serves as a solid foundation for creating a harmonious work environment. Leaders who can establish good relationships tend to be more successful in increasing employee loyalty and morale, ultimately driving better work outcomes.

This study aligns with research conducted by Tarigan (2020), which states that leadership has a significant impact on employee performance. However, it contrasts with the study by Rohman & Surianto (2024), which found that leadership does not affect employee performance.

The Influence of Work Discipline on Sales Team Performance

Based on the test results, the Work Discipline variable has a t-value of 4.135 with a significance level of 0.000. Since this value is smaller than 0.05 and $t\text{-value} > t\text{-table}$ ($4.135 > 1.662$), Work Discipline also has a significant influence on Team Performance. This finding confirms that employees with high discipline, such as adherence to regulations and consistent work behavior, contribute significantly to achieving team targets and objectives efficiently. The findings are supported by indicators that contribute to optimal team performance within an organization. Employee attendance is a highly relevant indicator, as consistent presence at work demonstrates dedication and responsibility. Low absenteeism rates create stability in workload distribution, ensuring that all tasks are completed according to the established schedule, ultimately having a positive impact on team productivity.

This study is consistent with research conducted by Basri et al. (2022), which states that work discipline has a positive and significant influence on employee performance. However, it contradicts the study by Sari (2020), which found that work discipline does not have a significant impact on employee performance.

The Influence of Compensation on Sales Team Performance

Based on the test results, the Compensation variable shows a t-value of -0.242 with a significance level of 0.810. Since this value is greater than 0.05 and $t\text{-value} < t\text{-table}$ ($0.242 < 1.662$), it can be concluded that Compensation does not have a significant influence on Team Performance. This suggests that while compensation is an important factor in motivating employees, in the context of this study, it is not the primary factor directly influencing team performance. The study's findings are supported by indicators contributing to optimal team performance within an organization. The salary indicator plays a significant role in influencing employee performance and satisfaction. The provision of financial compensation as a direct reward for work reflects the company's recognition of employee contributions.

Regular salary payments also create a sense of financial stability for employees, which in turn can enhance work motivation and loyalty to the organization.

This study aligns with the research conducted by Rohman & Surianto (2024), which states that compensation does not affect employee performance. However, it contrasts with Rachmawati (2024), who found that compensation has a positive and significant influence on employee performance.

The Influence of Leadership, Work Discipline, and Compensation on Sales Team Performance

Based on the simultaneous test (F-test) results, the table above shows that the calculated F-value is 8.988, with a significance level of 0.000. The F-table value is 2.48. Since the F-value > F-table ($8.988 > 2.48$) and the significance value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that the independent variables—Leadership, Work Discipline, and Compensation—have a significant simultaneous influence on the dependent variable, Team Performance. Additionally, the coefficient test results show that the correlation (R) value is 0.484, which, when converted into a percentage, is 48.4%. This indicates that the relationship between the independent variables (leadership, work discipline, and compensation) and the dependent variable (team performance) is moderately strong. This correlation suggests a positive relationship between these variables. Meanwhile, the coefficient of determination (R^2) value is 0.235 or 23.5%, meaning that variations in team performance can be explained by leadership, work discipline, and compensation together. The remaining 76.5% is influenced by other factors outside the studied model.

The findings are supported by indicators contributing to optimal team performance within an organization. The quality indicator is crucial in assessing individual performance, as it ensures that work outcomes meet the company's established standards. Accuracy in delivering error-free work demonstrates an employee's commitment to achieving optimal results. By maintaining quality, employees can make a significant contribution to the company's reputation and overall success. This study aligns with research conducted by Basri et al. (2022), which states that compensation, leadership, and work discipline simultaneously have a positive and significant influence on employee performance at PT Bukit Makmur Mandiri Utama. Furthermore, research by Yunita Tarigan (2020) also confirms that compensation, leadership, and work discipline have a positive and significant impact on employee performance.

5. CONCLUSION

Based on the research conducted at PT Indosat Ooredoo Sales Area Palembang, Leadership and Work Discipline have a significant influence on Team Performance, while Compensation does not have a significant impact. Simultaneously, all three independent variables have a significant effect on Team Performance. The relationship between the independent and dependent variables is considered moderately strong; however, there are other factors outside the model that play a more dominant role in influencing Team Performance.

This study still has some limitations, and therefore, the author provides several suggestions. For companies, it is recommended to enhance leadership development programs, particularly in communication, participative decision-making, and task delegation, to improve team performance. Additionally, companies should strengthen work discipline through supportive policies, such as rewarding employees with high attendance and productivity. The provision of competitive compensation, incentives, and facilities should also be reviewed regularly to ensure employees remain motivated and feel valued. For academia, this study can serve as an additional reference in the development of management sciences, particularly regarding leadership, work discipline, and compensation in relation to team performance. Academics can utilize these findings to enrich curricula and classroom discussions, as well as to bridge the gap between theory and practice to develop relevant managerial solutions. Meanwhile, for future researchers, it is suggested to expand the scope of the study by incorporating other variables, such as organizational culture or work-life balance, and to conduct research across different industries to gain broader insights. A qualitative or mixed-method approach could also be employed to explore the factors influencing team performance in greater depth, resulting in more comprehensive data.

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