

# The Influence of Transformational Leadership Style and Compensation on Performance Mediated by Work Motivation in BPJS Employees

Yohana Sri Wahyuni<sup>a</sup>, Fahmi Oemar<sup>a\*</sup>, Agus Seswandi<sup>a</sup>

<sup>a</sup> Magister of Management, Postgraduate Program, Universitas Lancang Kuning, Indonesia.

---

## ABSTRACT

Good performance is closely related to leadership figures. The success of a leader is greatly influenced by his leadership model, which includes leadership abilities and interactions between leaders, subordinates and superiors, the organization, and the environment. Apart from leadership, a good compensation system will be able to provide satisfaction for employees and enable companies to acquire, employ and retain employees. The background to this research is also supported by the existence of a research gap in several studies that are interesting to review regarding the variables studied. Based on the existing problem formulation, the aim of this research is to determine the effect of transformational leadership style and compensation on performance mediated by work motivation in BPJS Employment employees at the Duri and Dumai Branch Offices. This research approach uses quantitative methods, namely research methods that are based on the philosophy of positivism and are used to study certain populations or samples. In this research, the population studied was all employees at the BPJS Employment Duri and Dumai Branch offices, namely 60 (sixty) people. Total sampling is a sampling technique where the number of samples is the same as the population. Based on the results of the analysis, several conclusions can be drawn as follows: 1) Based on calculations, it proves that transformational leadership has a negative and insignificant influence on the work motivation of BPJS Employment employees at the Duri and Dumai Branch Offices. 2) compensation has a positive and significant influence on employee work motivation. 3) transformational leadership style has an insignificant influence on employee performance. 4) compensation has an insignificant influence on employee performance, 5) work motivation has a positive and significant influence on performance, 6) there is a negative influence of transformational leadership style on performance through work motivation. 7) Mediation test of the seventh hypothesis that compensation has a significant effect on performance through work motivation at BPJS Employment Duri and Dumai Branch Offices

---

## ARTICLE HISTORY

Received 1 Oktober 2023  
Revised 10 Oktober 2023  
Accepted 28 Oktober 2023

---

## KEYWORDS

Transformational Leadership Style, Compensation, Performance, Work Motivation

---

## Introduction

Human resources now play an increasingly important role in the success of an organization or government agency. Many organizations or agencies realize that the human element can provide superiority and high competitiveness, so strategy and innovation are needed in utilizing existing human resources to achieve organizational goals. Human resources are one of the most vital elements for organizations or government agencies, because their role in implementing strategy is very important. With human resources, you can provide quality results in achieving the goals of organizations or government agencies. The success of an agency is influenced by human factors as those

\* CORRESPONDING AUTHOR. Email: [fahmioemar@unilak.ac.id](mailto:fahmioemar@unilak.ac.id)

carrying out the work. In order for employees to provide good performance, agencies must be able to provide good support to employees.

Performance is the quantity and/or quality of the work of an individual or group of people in an organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or are applicable in the organization (Torang & Syamsir, 2019). In general, performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally, without breaking the law and not conflicting with morals and ethics (Afandi, 2018). Performance is said to be good and successful if the desired goals can be achieved well. Increasing good performance will bring progress to an organization in achieving organizational goals. Therefore, efforts to improve employee performance are the most serious thing, because success in achieving organizational goals and survival depends on the human resources that exist in an organization. Good employee performance is highly expected by an organization or agency. The more employees who have high performance, the overall productivity of an agency will increase. Apart from that, employees who work not only with formality, but must be able to enjoy and understand their work.

As stated in the description, performance is related to the quantity and/or quality of the work of an individual or group of people in an organization with a common goal, namely carrying out the tasks of the organization. The expected performance of a group of individuals is closely related to various other variables which also support the achievement of performance. Such as leadership style and compensation. In theory, these two variables are supporting factors for individual work performance (performance) in achieving organizational goals. This also happened to one of the large national scale organizations in Indonesia, namely BPJS Employment.

The Social Security Administering Agency (BPJS) for Employment is a public legal entity that is responsible to the president and functions to administer the Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Security (JHT), with the addition of the Pension Security (JP) program starting July 1 2015, for all workers in Indonesia including foreigners who work for a minimum of 6 (six) months in Indonesia. Currently, in implementing the program, the BPJS Employment work unit continues to strive to improve the quality of human resources who are superior and experts in their fields. Where human resources or employees are a determining factor in moving work unit activities.

BPJS Employment should be a state-owned state-owned company that can be proud of, from all aspects, especially from the aspect of employee performance, which is built on leadership and the compensation provided. BPJS Employment does not exist exclusively, but BPJS Employment is established through statutory regulations prepared by the Head of State together with the DPR which is managed independently, but is still under the auspices of the Government because the income is included in the State Revenue and Expenditure Budget (APBN) which then These funds are channeled to be reused to build the nation and state for the greatest prosperity of society and it is hoped that BPJS

Employment can become the backbone of overcoming Employment Social Security problems in order to achieve increased welfare for workers in both the formal and informal sectors.

Every organization must have a vision, mission and strategy to achieve organizational success, so indicators are needed that are in accordance with the goals of the organization. BPJS Employment has work indicators that are in accordance with the tasks of each field or division. There are four perspectives in the BPJS Employment employee performance assessment system, namely, customer perspective, finance, internal processes, and growth and learning.

Performance assessments carried out by BPJS Employment are carried out every quarter. As for the Internal Process aspect, BPJS Employment employees are measured by indicators of increasing the effectiveness of handling, monitoring and evaluating priority risks, timely completion of audit findings, and strengthening risk management compliance. Then, in terms of learning and growth, it is measured based on indicators of improving the implementation of good governance and building a culture of sustainable innovation. The following is a performance evaluation of BPJS Employment for Riau Province as a whole.

Good performance is closely related to leadership figures. The success of a leader is greatly influenced by his leadership model, which includes leadership abilities and interactions between leaders, subordinates and superiors, the organization, and the environment. A person's experience greatly influences the way decisions are made and the performance of the organization they lead. The success of a leader in moving other people or followers to achieve the goals that have been set is very dependent on authority, and also the leader in creating motivation within each of the leader's subordinates, colleagues and superiors themselves. Leadership theory has been widely researched, especially from the aspect of leadership effectiveness. Effectiveness in the sense of how the leadership model is able to influence the performance of subordinates both in terms of work motivation, satisfaction, productivity and more effort from a subordinate.

These various studies gave birth to various theories, including leadership. One leadership model that is suitable for facing all changes and increasing the pro-active attitude of employees is the transformational leadership model. According to Pawar & Eastman, research on leadership places more emphasis on transformational leadership. Transformational leadership is an important dimension of effective leadership which is also the strongest predictor of leadership outcomes, such as the extra effort of subordinates towards leadership skills (Utomo, 2022).

Employee performance in a company or organization work unit is also influenced by leadership. A leader is someone who actively makes plans, coordinates, carries out experiments and leads work to achieve common goals. The leader of a work unit or organization must be able to create a comfortable and conducive atmosphere where the existing work atmosphere makes employees feel comfortable and fosters a sense of discipline to complete a job. A leader will be able to adapt to circumstances, the leadership style applied will also be adjusted to the needs, situations and conditions that occur within

the company, because if everyone feels comfortable it will create a conducive atmosphere and will determine the success of the company, when employees feel comfortable at work then will affect the performance of the employee concerned (Syazhashah, 2019).

As based on research results such as the influence between performance, work motivation, work compensation and work motivation which have been widely studied with results that meet expectations. Such as research by Suyanto (2020), Firmansyah (2022) where the research results show that transformational leadership has a positive influence on employee performance. John and Gregory (2012), stated that leadership plays an important role in motivating employees, and employee motivation has an impact on employee performance. Likewise, Anne et al. (2008), stated that leadership style has a significant effect on employee performance. Research conducted by Syarifuddin et al., (2019), Sarman (2016), Basna (2016), Priyono et al., (2018), and Firstie & Madina., (2017) found that there was a partial significant influence on style. leadership on employee performance. Different results were obtained in research conducted by Rompas et al., (2018), Mogot et al., (2019), and Posuma., (2013) which stated that leadership style had no positive and insignificant effect on employee performance.

In relation to compensation, research by Suyanto (2020) and Dewi (2023) shows that transformational leadership has a positive influence on compensation and work motivation. Likewise, according to Dewi's (2023) research, there is an influence of compensation on performance. Important factors for improving employee performance by providing compensation can be in the form of salary, incentives, bonuses, benefits, work and work environment. The amount of compensation can affect the level of employee performance. The greater the compensation received, the more active the employee will be at work.

Some of the problems above are strong reasons for conducting research, apart from that it is also supported by the existence of a research gap in several interesting studies to review regarding the variables studied, including the research results of Wulan (2019), Hardilawati, et al (2022), and Cahya et al. (2021) where the results of the research show that work motivation does not have a significant effect on employee performance. This means that motivation is not the dominant factor in improving employee performance.

Ningrum, Kamal, Amaliyah (2023) based on research results shows that partial direct compensation has no effect on employee performance. Likewise with Rianda's research, Winarno (2022) proves that compensation does not partially influence employee performance, the physical work environment partially influences employee performance. Syawal (2022), Hidayat (2021) based on the results of their research, it is proven that motivation has no effect on employee performance. Then, the leadership variable in research by Yanti, Fikri, Nofirda (2022) proves that leadership style has no significant effect on employee performance.

## **Theoretical support**

### **Performance**

Mangkunegara (2019) said that performance or work achievement can be defined as the quality and quantity of work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Work performance is the level of task implementation that can be achieved by a person, unit, or division, using existing abilities and the limits that have been set to achieve company goals (Manurung, 2011 in Graig Yansen Patty (2017).

Riva'i (2019) adds that: "performance is a function of motivation and ability as well as employee work results within the scope of their responsibilities", thus work performance is a combination of three important factors, namely an employee's ability and interest, ability and acceptance of explanation of tasks, as well as the role and level of motivation of an employee. The higher the three factors above, the greater the work performance of the employee concerned.

Based on the definition above, it can be concluded that performance is the result of a person's work in carrying out the tasks assigned to him in accordance with his responsibilities and roles which are based on skills, experience and seriousness as well as time accompanied by quality and quantity according to applicable regulations.

### **Transformational Leadership**

Most definitions of leadership reflect the assumption that leadership is related to the deliberate process of a person exerting strong influence on others to guide, structure, facilitate activities and relationships within a group or organization. Handoko (2018) according to Stoner, managerial leadership can be defined as a process of directing and influencing the activities of a group of members whose duties are related to each other. There are three important implications of this definition: first, leadership concerns other people (subordinates or followers), their willingness to accept direction from the leader. Second, leadership concerns the unequal distribution of power between the leader and group members. And thirdly, leadership can provide direction to subordinates or followers, leaders can also use influence.

In leadership, a leader certainly has different traits, habits, character and personality. These character differences will also influence the leadership style in leading the company or organization. In line with the need and importance of human relations in the leadership of an organization, several experts have tried to put forward several characteristics of leaders that are very necessary in this relationship. Referring to the problems in this research, further explanation will be given regarding Transformational leadership.

Transformational leadership style is a leader who stimulates and inspires (transforms) his followers to extraordinary things according to Robbins in Emron Edison et al (2016). With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to carry out more than what they expected, according to Yukl in Emron Edison et al (2016, p.98). Transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities according to Indra Kharis (2015).

Transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to imagine and create a better

organizational future. Transformational leaders create major changes, both within themselves and their organizations according to Emron Edison et al (2016, p.98). Based on the various definitions above, it can be concluded that transformational leadership changes followers' awareness of problems by helping them view old problems in a new way. new ways, and they are able to excite, arouse, and inspire followers to exert extra effort in followers to achieve organizational goals.

### **Compensation**

Compensation is an important function in Human Resources Management. Because compensation is one of the most sensitive aspects in employment relations, it contains compensation issues and various related aspects such as benefits. In practice, many companies still do not properly understand the compensation system. The compensation system helps in strengthening the organization's key values and facilitating the achievement of organizational goals. The compensation program is a reflection of the organization's efforts to retain human resources. Compensation is a means of motivation that encourages people to work with optimal abilities because it is very important for both employees and employers. This is because compensation is also a reflection of social status for employees. Income level is very influential in determining the standard of living. For employers of companies, compensation is a major factor in staffing. Personnel policies have a lot to do with considerations for determining employee compensation.

The level of compensation is closely related to the employee's level of education, position and length of service. The compensation given to employees greatly influences work results. Companies that determine wage levels without considering normal living resources will allow employees to work with full motivation. This is because employee work motivation is largely influenced by whether or not the minimum living needs of employees and their families are met.

According to Wirawan in the journal Fuizi Usman (2018) "compensation is a meaningful aspect for employees because the amount of compensation reflects the measure of their employees' value among the employees themselves, their families and society." According to Wibowo (2016: 289) "compensation is a counter-performance against the use of energy or services provided by the workforce". According to Moekijat (2016:49) "compensation is remuneration that is paid for the services of employees, hourly workers or employees who do not carry out supervision and administration". Furthermore, according to Hasibuan (2021:118) "compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company". Compensation is in the form of money, meaning that compensation is paid in cash to the employee concerned. Compensation in the form of goods means that compensation is paid in goods. For example, compensation is paid at 10% of the production produced.

### **Work Motivation**

Human resource management basically contains the steps of planning, attracting, selecting, developing, maintaining and using human resources to achieve certain goals, both individual and organizational goals. The success of managing a business company is largely determined by the effectiveness of human resource utilization activities. In this case, a manager must have techniques that can maintain job performance and satisfaction,

including by providing motivation to employees so they can carry out their duties in accordance with applicable regulations.

According to Samsudin (2015: 281), "motivation is the process of influencing or encouraging someone or a group of people from the outside so that they want to carry out something that has been determined." According to Sunyoto (2019), "work motivation is a condition that encourages an individual's desire to carry out certain activities to achieve their desires".

Based on the definition of motivation according to the experts above, it can be concluded that motivation is a condition or situation which is intended to influence or encourage someone to do something or act with the aim of fulfilling life's needs as desired. With motivation within a person, it will be easy to direct and move that person to do something as desired to achieve the desired goal. The motivation for each individual to do something is basically different, so this is one of the problems that must be faced by management because decreased motivation in employees will have a direct effect on employee performance.

The motivation that exists within an individual is usually not always the same and tends to change quickly where changes in motivation within an individual are caused by many factors, both internal and external. Therefore, human resource management must know the factors that dominate changes in motivation within individual.

### ***Hypothesis Development***

In the leadership process, motivation is something that is essential in leadership, because leading is motivating. Handoko, (2019) states that leadership style is how a leader can appropriately direct individual goals and organizational goals. Meanwhile, motivation according to (Robbins, 2006) is a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of that effort to fulfill an individual need. From the description above, a conclusion can be drawn that if the leadership style applied can precisely direct the organization's goals to individual needs or aspects of the goals that individuals expect for their work, the higher the motivation of their subordinates, which will then improve their performance. Several studies linking the influence of leadership style and work motivation on employee performance include Reza (2020) and Nazili (2022) showing that leadership style and work motivation have a positive and significant influence on employee performance.

Performance is the final result of the work process that an employee has carried out in a certain period, using ideas and efforts to achieve the company's work goals. According to Mangkunegara (2005), performance means the quality and quantity of work results that can be achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In an organization or company, leaders are an important factor, because leadership factors can have a significant influence on employee performance. Leader's plan, inform, make and evaluate various decisions that must be implemented in the organization (Sumawati, 2008). Motivation is a collection of forces that come from both within and outside the individual with steps to initiate an attitude and determine its form, direction and intensity (Usmara, 2019). According to Nawawi (2018) the word motivation comes from the word motive which means encouragement, cause or reason for someone to do something. Thus, motivation is a condition that encourages or causes someone to carry out an action or activity, which occurs consciously.



If motivation is connected to the word's employee or employee, then motivation can be interpreted as an encouragement from within the employee and from the environment where the employee is located and then applied to the employee's performance in the company, in order to achieve goals, both personally and by the company.

### Research Framework

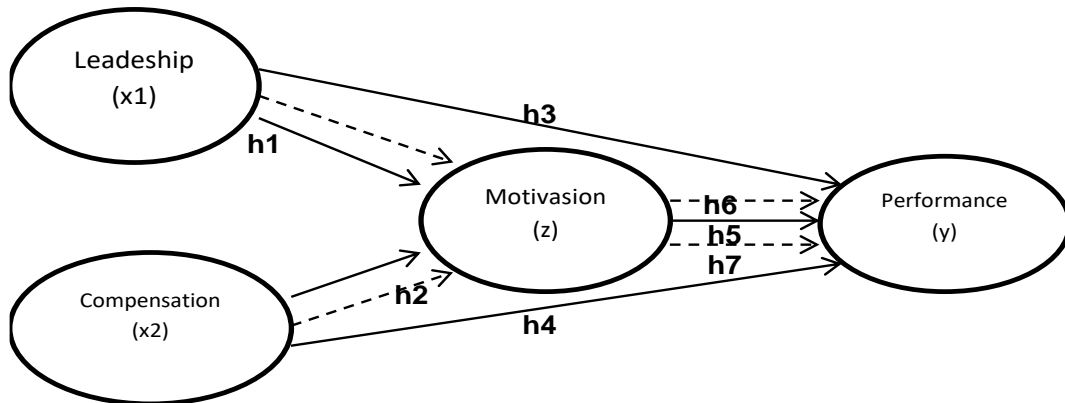


Figure 1. Research Framework.

### Research method

#### Quantitative Method

This research approach uses quantitative methods, namely research methods that are based on the philosophy of positivism and are used to study certain populations or samples. This method involves collecting data through research instruments, analyzing quantitative or statistical data, with the aim of testing predetermined hypotheses (Sugiyono, 2019). This research is an explanatory type of research. Explanatory research is a type of research used to determine the relationship between two or more variables through hypothesis testing. This type of explanatory research aims to obtain an explanation of the relationship or cause and effect between existing variables through hypothesis testing (Sekaran, 2021).

### Results

#### Analisis SEM-PLS

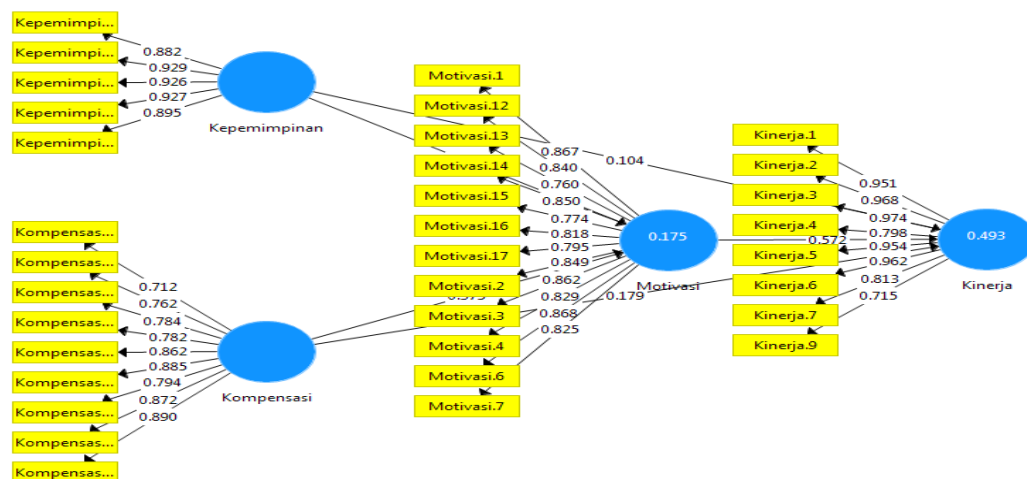


Figure 2. Path Chart.



**Significance Test Results****Table 1.** Significance Test Results

Relationship between variables		Path Coefficient		Significance Level	
Eksogen	Endogen	Coeff.	P-value	value	Ket.
<b>Transformational Leadership</b>	Performance	0.104	0.443	P>0.005	Not Significant
<b>Transformational Leadership</b>	Motivation	0.100	0.441	P>0.005	Not Significant
<b>Compensation</b>	Performance	0,179	0.206	P>0.005	Not Significant
<b>Compensation</b>	Motivation	0.375	0.001	P<0.005	Significant Positive
<b>Motivation</b>	Performance	0.572	0.000	P<0.005	Significant Positive

Notes. Data Olahan, 2023

The parameter coefficient for the transformational leadership variable on work motivation is 0.441, which means that there is a positive influence of transformational leadership on work motivation. Or it can be interpreted that work motivation does not show an increase even though leadership increases. Based on calculations using bootstrapping or resampling, the results of the estimated coefficient test for transformational leadership on work motivation, the results of bootstrapping, are a t-statistic of 0.771 and a p-value of 0.441. From these results, it is stated that the t-statistic has no significant effect. Because the p-value 0.771 is greater than the parameter 0.05, Ho is accepted, and the first research hypothesis is rejected. This proves that transformational leadership has a positive and insignificant influence on the work motivation of BPJS Employment employees at the Duri and Dumai Branch Offices.

Compensation on work motivation with t-statistics 3.286, and p-value 0.001. From these results, it is stated that the t-statistic has a significant effect. Because the p-value 0.001 is smaller than 0.05, Ho is rejected, Ha is accepted, and the second research hypothesis is accepted. This proves that compensation has a positive and significant influence on the work motivation of BPJS Employment employees at the Duri and Dumai Branch Offices.

Transformational leadership style on performance with a t-statistic of 0.768 and a p-value of 0.443. From these results, it is stated that the t-statistic has no significant effect, because the p-value of 0.0443 is greater than 0.05, then Ho is accepted, Ha is rejected, and the third research hypothesis is rejected. This proves that the transformational leadership style has an insignificant influence on employee performance for BPJS Employment employees at the Duri and Dumai Branch Offices.

Compensation for performance with a t-statistic of 1.266 and a p-value of 0.206. From these results, it is stated that the t-statistic has no significant effect. Because the p-value of 0.206 is greater than 0.05, Ho is accepted, Ha is rejected, and the fourth research hypothesis is rejected. This proves that compensation has an insignificant influence on the performance of BPJS Employment employees at the Duri and Dumai Branch Offices.

Work motivation on performance with a t-statistic of 6.973 and a p-value of 0.000. From these results, it is stated that the t-statistic has a significant effect. Because the p-value of 0.000 is smaller than 0.05, Ho is rejected, Ha is accepted, and the fifth research hypothesis

is accepted. This proves that work motivation has a positive and significant influence on the performance of BPJS Employment employees at the Duri and Dumai Branch Offices.

The low parameter for the transformational leadership style variable on performance through work motivation is 0.057 with a P value of 0.090, which means there is a positive influence of transformational leadership style on performance through work motivation.

The significant influence on the hypothesis above can be seen from the Path Coefficient results with T-Statistics of 0.754, and p-value of  $0.451 > 0.05$ . This means that the transformational leadership style has no significant effect on performance through work motivation at the BPJS Employment Duri and Dumai Branch Offices.

Then the next Mediation test suspected that compensation had a significant effect on performance through work motivation at BPJS Employment Duri and Dumai Branch Offices. A significant influence can be seen from the Path Coefficient results with T-Statistics of 2.923, and a p-value of  $0.004 < 0.05$ . This means that compensation has a significant effect on performance through work motivation at BPJS Employment Duri and Dumai Branch Offices.

## **Discussions**

Transformational leadership has a negative and insignificant effect on work motivation. Transformational leadership theory consists of four core components that are always inherent in it, namely idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration. Idealized influence in this case means leaders behave in a way that influences their followers so that followers can admire and respect their leaders. Inspirational motivation, in this case, transformational leaders provide motivation and inspire the people around them by providing meaning and challenges to work.

As based on research results such as the influence between performance, work motivation, work compensation and work motivation which have been widely studied with results that meet expectations. Such as research by Suyanto (2020), Firmansyah (2022) where the research results show that transformational leadership has a positive influence on employee performance. John and Gregory (2012), stated that leadership plays an important role in motivating employees, and employee motivation has an impact on employee performance.

Compensation has a positive and significant influence on work motivation. Research by Suyanto (2020) and Dewi (2023) shows that transformational leadership has a positive influence on compensation and work motivation. Likewise, according to Dewi's (2023) research, there is an influence of compensation on performance. Important factors for improving employee performance by providing compensation can be in the form of salary, incentives, bonuses, benefits, work and work environment. The amount of compensation can affect the level of employee performance. The greater the compensation received, the more active the employee will be at work.

Motivational aspects also receive high priority within the organization at BPJS Employment. Motivated employees will succeed in completing a job optimally because there is a will that comes from within the employee himself, so that he can achieve maximum performance (Sutrischastini, 2019:22 Winardi (2019:45) says that work

motivation is a potential strength that exists in each individual which can be developed independently or from forces outside the individual which stems from financial or non-financial rewards which can influence the individual's performance positively or negatively depending on the situation and conditions faced by the individual concerned.

Transformational leadership style has an insignificant effect on employee performance. Work compensation and work motivation have been widely researched with results that meet expectations. Such as research by Suyanto (2020), Firmansyah (2022) where the research results show that transformational leadership has a positive influence on employee performance. Likewise, Anne et al. (2008), stated that leadership style has a significant effect on employee performance. Research conducted by Syarifuddin et al., (2019), Sarman (2016), Basna (2016), Priyono et al., (2018), and Firstie & Madina., (2017) found that there was a partial significant influence on style. leadership on employee performance. Different results were obtained in research conducted by Rompas et al., (2018), Mogot et al., (2019), and Posuma., (2013) which stated that leadership style had no positive and insignificant effect on employee performance.

Compensation has an insignificant influence on performance. Compensation is a reward from the company to be given to employees for their services in carrying out their work and responsibilities. The company's goal in providing compensation is to create awareness of work among employees so that they can work together with the company. The company also hopes that with compensation, employees can do and produce better work resulting in good performance. Apart from that, providing compensation aims to help employees meet their living needs, as well as increase employee work motivation in completing the tasks they are responsible for. Important factors for improving employee performance by providing compensation can be in the form of salary, incentives, bonuses, benefits, work and work environment. The amount of compensation can affect the level of employee performance. The greater the compensation received, the more active the employee will be at work.

Work motivation has a positive and significant influence on employee performance at BPJS Employment. Motivation is important for employee performance because motivation, as stated by (Gibson, 2019), is a force that drives an employee and directs behavior. Employees work to fulfill their living needs so that their life goals can be achieved, so indirectly employees will try to maximize their performance assuming the results of the work are in accordance with their wishes. Without high work motivation, employees cannot display high performance and vice versa, if employee motivation is high, the higher the performance produced. (Cahyono and Suharto, 2015) and (Hakim, 2016) state that there is one factor that influences performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve the desired results. This agrees with (Mangkunegara, 2009) who states that one of the factors that influence performance achievement is the motivation factor. Several studies that link the influence of work motivation and employee performance include Regina Aditya Reza (2010) and Rokhmaloka Habsoro Abdilah (2011) showing that work motivation has a positive and significant influence on employee performance.

## **Conclusion**

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Based on calculations using bootstrapping or resampling, where the test results estimate the coefficient of transformational leadership on work motivation from bootstrapping and p-value. From these results, it is stated that the t-statistic has no significant effect. This proves that transformational leadership has a positive and insignificant influence on the work motivation of BPJS Employment employees at the Duri and Dumai Branch Offices.
2. The second research hypothesis is accepted. This proves that compensation has a positive and significant influence on the work motivation of BPJS Employment employees at the Duri and Dumai Branch Offices.
3. The third research hypothesis is rejected. This proves that the transformational leadership style has an insignificant positive influence on employee performance for BPJS Employment employees at the Duri and Dumai Branch Offices.
4. The fourth research hypothesis is rejected. This proves that compensation has an insignificant positive influence on the performance of BPJS Employment employees at the Duri and Dumai Branch Offices.
5. The fifth research hypothesis is accepted. This proves that work motivation has a positive and significant influence on the performance of BPJS Employment employees at the Duri and Dumai Branch Offices.
6. The low parameters for the transformational leadership style variable on performance through work motivation with a P value that is greater than the benchmark value, which means that there is a positive influence of the transformational leadership style on performance through work motivation.
7. The seventh hypothesis mediation test is that compensation has a significant effect on performance through work motivation at BPJS Employment Duri and Dumai Branch Offices. A significant influence can be seen from the Path Coefficient results with T-Statistics and p-value. This means that compensation has a significant effect on performance through work motivation at BPJS Employment Duri and Dumai Branch Offices.

### **Acknowledgement**

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank Fahmi Oemar and Agus Seswandi for his feedback on earlier versions of the paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

### **Disclosure statement**

No potential conflict of interest was reported by the authors.

### **References**

- Ahmad Rizky Hariadi (2022) Pengaruh Kepemimpinan Transformasional, Terhadap Kinerja Karyawan Dimediasi Kesiapan Untuk Berubah & Motivasi Kerja (Survei Pada Karyawan PT. Karsa Utama Lestari) Anggraeni Sekar Ningrum, Bahri Kamal, Fitri Amaliyah. Pengaruh Kompensasi Langsung dan Kompensasi Tidak langsung terhadap Kinerja Karyawan pada PT. Tegal Jaya Makmur Sejahtera. Proseeding. Politeknik Harapan Bunda Bersama. 2023
- B. Uno, Hamzah. 2022. Teori Motivasi dan Pengukurannya. Jakarta : Bumi Aksara
- Basna, F. (2016). Analisis Gaya Kepemimpinan, Kepuasan Kerja, Komitmen Organisasi Dan Kompetensi Terhadap Kinerja Pegawai. Jurnal Riset Bisnis Dan Manajemen, 4(3), 319–334.
- Cornelius Ludi Priyatmo (2018) Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Mediasi Kepuasan Kerja

- Danang Sunyoto. (2019). *Manajemen dan Pengembangan Sumber Daya Manusia*. Yogyakarta: Center For Academic Publising Service.
- Didik Firmansyah (2022) *The Influence of Transformational Leadership on Employees Performance with Knowledge Sharing and Affective Commitment as Moderation*
- Edy Sutrisno, 2022. *Manajemen Sumber Daya Manusia*. Cetak Ke Enam. Pranada Media Group, Jakarta.
- Fathimining Ayu Puspitasari (2018) *Pengaruh Kompensasi, Kepemimpinan Transformasional, Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja*
- Firstie, H. S., & Madina, S. (2017). *Pengaruh Gaya Kepemimpinan, Kompetensi Dan Motivasi Kerja Terhadap Kinerja Pegawai Negeri Sipil Di Dinas Perhubungan Kabupaten Kapuas*. 324–340.
- Graig Yansen Patty. 2017. *Pengaruh Budaya Organisasi, Motivasi Intrinsik, dan Motivasi Ekstrinsik terhadap Prestasi Kerja Karyawan pada PT. Bringin Srikandi Finance*. Program Magister Manajemen Program Pascasarjana Universitas Mercu Buana.
- Handoko, 2018. *Manajemen Personalia dan Sumberdaya Manusia edisi kedua*. Yogyakarta: Penerbit BPFE
- Indra Kharis, M. S. (Maret 2015). *Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Variabel Intervening (Studi pada Karyawan Bank Mangkunegara*. A.P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : PT. Remaja Rosdakarya.
- Mogot, H. Y., Kojo, C., & Victor P K Lengkong. (2019). *Pengaruh Gaya Kepemimpinan, Etos Kerja, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Pln Cabang Manado*. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(1), 881–890.
- Muchzen dan Hasmin Tamsah (2019) *“Pengaruh kompensasi terhadap Kinerja melalui Motivasi dan Disiplin Kerja Pegawai Kantor Unit Penyelenggara Pelabuhan Garongkong Kabupaten Barru*
- Muhammad Abdillah Syawal. *Pengaruh Motivasi, Kepuasan Kerja, dan Komitmen Organisasional Terhadap Kinerja Karyawan Pada CV. Mega Jasa*. 2022
- Nanda Puteri Riyani (2020) *The Influence of Transformational Leadership Style on Motivation and Job Satisfaction of Employees of BPJS Ketenagakerjaan in Central Java and DIY*
- Posuma, C. O. (2013). *Kompetensi, Kompensasi, Dan Kepemimpinan Pengaruhnya Terhadap Kinerja Karyawan Pada Rumah Sakit Ratumbusang Manado*. 1(4), 646–656.
- Priyono, B. H., Qomariah, N., & Winahyu, P. (2018). *Pengaruh Gaya Kepemimpinan, Motivasi Guru Dan Lingkungan Kerja Fisik Terhadap Kinerja Guru Sman 1 Tanggul Jember*. *Jurnal Manajemen Dan Bisnis Indonesia*, 4(2), 144.
- Putu Ayu Krisna Dewi (2023) *Transformational Leadership and Compensations Effect to Employee’s Performances by means of Job Satisfaction as Mediation Variable at CV. General Design Klungkung Regency*
- Rahmat Hidayat. *Pengaruh Motivasi, Kompetensi dan Disiplin Kerja Terhadap Kinerja*. *Widya Cipta: Jurnal Sekretari dan Manajemen* Volume 5 No. 1 Maret 2021
- Rasyid Almer (2017) *The effect of leadership style on motivation and employee performance: a study on employees of PT. Dipo star finance of makassar branch, south sulawesi*
- Rida Yanti, Khusnul Fikri, Fitri Ayu Nofirda. *Pengaruh Gaya Kepemimpinan dan Kompetensi Terhadap Kinerja Karyawan di PT. Felousa Trimedika Indonesia (Studi Kasus Pada PT. Felousa Trimedika Indonesia)*. *Economics, Accounting and Business Journal*, Vol. 2 No. 2, Hlm. 377-386, Mei 2022
- Rompas, G. A., Tewal, B., & Dotulong, L. (2018). *Pengaruh Gaya Kepemimpinan, Pengawasan, dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Minahasa Tenggara*. *EMBA*, 1978-1987.
- Sarman, M. G. P. (2016). *Pengaruh Kepemimpinan, Kompetensi, Motivasi Dan Kompensasi Terhadap Kinerja Pegawai Studi Kasus pada Pegawai Kantor Wilayah Kementerian Agama Provinsi Nusa Tenggara Timur*. Universitas Sanata Dharma.
- Sevynica Rianda, Alex Winarno. *Pengaruh Kompensasi Dan Lingkungan Kerja Fisik Terhadap Kinerja Pegawai Pada PT Rajasaland Bandung*. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Admistrasi dan Pelayanan Publik Universitas Bina Taruna Gorontalo* Volume IX Nomor 2, 2022
- Syarifuddin, S. N., Semmaila, B., & Husain, A. (2019). *Pengaruh Gaya Kepemimpinan, Motivasi Kerja & Kompetensi Terhadap Kinerja Pegawai Studi Pada Badan Pengelolaan Keuangan Kabupaten Gowa*. *Jurnal Ilmu Ekonomi*, 2(3), 108–117.
- Torang, Syamsir. (2019). *Organisasi & Manajemen: Perilaku, Struktur, Budaya & Perubahan Organisasi*. Yogyakarta: Delta Buku.
- Umar Yeni Suyanto (2020) *The Effect of Compensation and Transformational Leadership on Job Satisfaction mediated with Job Motivation*

- Yanuar Chandra Aditia (2015) Pengaruh Gaya Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan: Motivasi Kerja Sebagai Variabel Intervening (Studi pada Karyawan Kantor Pusat PT Nindya Karya)
- As'ad. M. (2021). Psikologi Industry, Yogyakarta: Liberty
- Ranupandojo, Heidjrachman. 2018. Manajemen Sumber Daya Manusia I. Jakarta: Universitas Terbuka.
- Sri Rahmawani. 2018. Hubungan Motivasi Berprestasi Dengan Prestasi Kerja (Penelitian pada Karyawan PT. Indogravure). Fakultas Psikologi Universitas Islam Negeri Syarif Hidayatullah Jakarta
- Riduwan. 2019. Belajar Mudah Penelitian. Bandung: Alfabeta.