



The Influence of Transformational Leadership Style, Work Discipline, and Compensation on the Performance of the State Civil Apparatus Through Motivation

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Abstract: An organization expects its resources to solve its problems. The main problem faced by an organization is the productivity of its human resources. This study aims to determine and analyze the influence of transformational leadership style, work discipline, and compensation on employee performance through motivation. This research is statistical quantitative research obtained from data collection in research sourced from primary data and secondary data. The population in this study was employees of the Secretariat General of the DPR RI who worked in the Building and Guest House Bureau section, and the number of samples used was 133 people. Data collection was carried out by distributing questionnaires and the analysis technique used was SEM-PLS. The results showed that transformational leadership style, work discipline, compensation, and motivation directly affect employee performance. Motivation mediates the influence of transformational leadership style, work discipline, and compensation on employee performance.

Keywords: Compensation; Leadership Style; Motivation; Performance; Transformational; Work Discipline

INTRODUCTION

An organization has a vision and mission to achieve its expected goals. To achieve a goal that has been set, an organization needs capital. One of the most important capitals in an organization is human resources. Therefore, there needs to be development regarding human resources owned by the organization, especially in an organization engaged in service.

An organization expects that the resources it has can solve the problems it faces. The main problem faced by an organization is the productivity of its human resources. The level of performance can judge the productivity of an employee. According to Ansyary (2021), performance results from work achieved by a person in carrying out the tasks assigned to him based on ability, experience, sincerity, and time. Therefore, from this opinion, employees are required to have a good level of performance and even improve performance in their work activities (Ansyary, 2021).

Several factors influence the performance of an employee. According to Iryanti & Ratnamiasih (2022), the factors that affect performance are individual, psychological, and organizational factors. The factors that affect performance are individual variables consisting of abilities and skills, background, and demographics. The second factor that affects performance is the psychological variables consisting of perception, attitude, personality, motivation, job satisfaction, and job stress. While the third factor that affects performance is organizational factors consisting of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career. Leadership style affects employee performance (Putra, et al., 2019).

Leadership style is a way that a leader has who shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals (Aryoko et al., 2020). Leadership style is one of the most important factors in providing direction to employees, especially in *modern* times when everything is open. With this, the leader needed is a leader who can empower his employees. The right leadership style can be



an important role to be more accomplished. Research Batubara (2020) states that leadership style determines the ups and downs of employee performance because employees will improve their performance if the leadership style is what is expected of employees.

Apart from leadership style, it can be seen that work discipline affects employee performance. According to Agathanisa & Prasetyo (2018), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms". Work discipline is very important for an organization or government agency to realize company goals. Good work discipline makes it easier for an organization to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility towards the tasks. Research from Hasibuan & Silvyia (2019) states that work discipline influences employee performance. This is because good work discipline will accelerate organizational goals, while degenerate discipline will be a barrier and slow the achievement of organizational goals (Ramdhan, 2021); (Arifa & Muhsin, 2018).

One factor that affects employee performance from the organizational aspect is compensation. According to Wardana et al. (2023), compensation is the total of all awards given to employees in return for their services to the organization. So, if the organization wants to improve its employees' performance, the compensation employees receive must also increase. This is to the results of research from Agathanisa & Prasetyo (2018) and Sinambela (2021), that employee performance is influenced by employee performance levels

Motivation is one of the psychological factors that can affect employee performance. According to Hasibuan & Silvyia (2019), motivation is the driving force that creates a person's work excitement, so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Besides affecting employee performance, motivation can also entangle the relationship between leadership style to employee performance, work discipline to employee performance, and compensation to employee performance (Suwitri, 2020). This was obtained from several research results such as research conducted by Siregar (2021) found that motivation can mediate the relationship of leadership style to employee performance because a leadership style that follows the actions of employees will be able to increase their motivation at work to improve employee performance indirectly. Research from Jufrizen (2018) found that motivation can mediate the relationship of discipline to employee performance because a high level of employee work discipline will motivate employees to carry out their work well it will indirectly make employee performance increase. As well as Research from Muchzen et al. (2019) also found that motivation can mediate the relationship of compensation to employee performance because the better the employee compensation, the better the motivation and impact of employee performance in doing a job will increase (Bangun, 2018; Susilo, 2018) (Djibran, 2020; Sembe et al., 2019)

Therefore, the Office of the Secretariat General of the DPR RI, which is a supporting element of the DPR and positioned as the Secretariat of the Institution, is expected to meet the independent variable that will later affect the dependent variable, namely employee performance. If the company lives the independent variable, it has the possibility of improving employee performance.

Based on direct observation, currently among the employees of the General Secretariat, there is still diversity. This diversity can be seen, both in terms of employee morale, dedication, loyalty, discipline, and initiative, as well as in terms of abilities and skills in completing work and work performance. The results showed that employees of the General Secretariat can be classified into 4 (four) categories, namely high work performance categories, medium work performance, low work performance, and very



low work performance. The category of high work performance is shown by the presence of high morale, full of dedication, and tends to succeed in carrying out/completing their work. In addition to having abilities, employees in this group are also generally skilled and have high integrity.

The Medium Work Performance category is characterized by the ability of employees to carry out work with satisfactory results, but this group of employees needs more initiative. Work can only be completed if ordered by his superiors and based on the instructions given. It is based on these instructions that the work is carried out. Employees of this group have a high attendance rate, relatively the same as the group with high work performance, are always present, and are at work during working hours. In the category of work performance while the work motivation of employees of this group is solely based on the superiors' orders, then the leader must prepare plans and details of the tasks to be carried out so that employees in this category can be utilized. From this information, it can be seen that the work performance category group has the ability but lacks motivation to perform optimally.

The Low Work Performance category can be seen from the moderate attendance rate, even if you are at work tend to do nothing. The employees of this group have enough skills but need more motivation to do their tasks well. The work assigned to him always cannot be completed according to the set time, even if it is completed, the results are different than expected.

Low attendance and low job completion characterize the Very Low Achievement category. However, only some employees in this group have a low skill level, some have adequate skills but their work performance could be better. They have no passion for work are not motivated to work their full potential and are always present during working hours. Several factors cause groups of employees with very low work performance, including unsupportive leadership. There is no open communication between superiors and subordinates, the work faced is not under the skills possessed, does not provide opportunities for employees to know what work is given, and the incentives given are considered inadequate.

This diversity of employee levels needs to be maximally uniform, empowering all employees to achieve the expected work performance. This is possible because the real function of the organization in the system is to animate the *whole (the total system)* so that life develops, fertilizes, and provides meaningful value for its employees. According to the Performance Report of the General Secretariat of the DPR RI, the level of satisfaction of DPR RI Members with the Services of the General Secretariat of the DPR RI has decreased as follows:

Table 1. Performance of DPR RI Members on the Services of the General Secretariat of the DPR RI

No.	Elements of Assessment	Index Value		Change (%)
		2020	2021	
1.	Systems, Mechanisms, and Procedures	3,38	3,32	-1,78%
2.	Turnaround Time	3,30	3,23	-2,12%
3.	Product Specification Type of Service	3,29	3,26	-0,91%
4.	HR Competencies and Behaviors	3,30	3,26	-1,21%
5.	Handling Complaints, Suggestions and Feedback	3,18	3,14	-1,26%
6.	Facilities and Infrastructure	3,14	3,10	-1,27%
7.	Skill	3,21	3,23	0,62%
	Composite Index of Satisfaction of Members of the House of Representatives of the Republic of Indonesia on the Service of the Secretary General of the House of Representatives of the Republic of Indonesia	3,27	3,24	-0,92%

Source: www.dpr.go.id



From Table 1, it can be interpreted that the level of satisfaction of members of the DPR RI decreased with the services provided by the Secretary General of the DPR RI can be caused by decreased performance. This condition is the biggest challenge of the Secretariat General of the DPR RI in human resource planning oriented towards performance improvement, which is adjusted to the needs to achieve the goals or mission of the organization. The low performance of these employees can be caused by several factors, ranging from inadequate work skills, low motivation, a work environment that is not conducive, supervision that does not run optimally, lack of work discipline, or even guarantees for their welfare that have not been met.

According to Jufrizen & Sitorus (2021), leadership is one of the important factors that affect individual performance, this is because *effective leadership* depends on the attitudes and behaviors they have. There is an opinion that one leadership style is suitable for all situations, but there are other opinions that each situation requires a different leadership style. Based on the results of research conducted by Jufrizen (2021) and Batubara (2020), it was found that employee performance is influenced by leadership style, which affects employee performance. On the other hand, in contrast to the study's results, research was conducted by Djibran (2020), Nalim et al. (2020) and Sinambela (2021). leadership style does not affect employee performance

According to Suwitri (2020), Employee performance is also closely related to work discipline because discipline aims to educate employees to comply with and obey existing regulations, procedures, and policies to produce good performance. In line with this opinion, Fernández-Cruz et al. (2020) and Wau (2021) prove that discipline positively and significantly affects employee performance. Research by Tusholihah et al. (2019) and Muna & Isnowati (2022) showed different results and found that discipline did not affect employee performance.

According to Mukrianto et al. (2021), Employee performance is also related to awards in the form of compensation the company gives employees. Compensation will affect employee motivation so that employees are more enthusiastic in carrying out work until finally they will provide good performance. This opinion aligns with Sembiring & Prasetyo (2018) and Muchzen et al. (2019) compensation affects employee performance through work motivation. However, in research conducted by Gusmao & Riana (2018), it was found that the effect of compensation on employee performance was insignificant.

Motivation is a driving force that can trigger individual morale so that employees are encouraged to work effectively. According to Iryanti & Ratnamiasih (2022), The level of motivation of an individual in work will determine his performance. Research conducted by Anwar (2019) supports this opinion, and Maria et al. (2022) found that motivation affects employee performance. However, in contrast to this study, research conducted by Hidayat (2021) and Cahya et al. (2021) found that motivation does not affect employee performance.

Based on the problems described, several factors are thought to affect performance, including leadership style, work discipline, compensation, and motivation. On the other hand, the results of previous studies show a research *gap* shown by the inconsistency of research results on the influence of leadership style, work discipline, compensation, and motivation on performance. This condition prompted the authors to research "The Influence of Transformational Leadership Style, Work Discipline, and Compensation on the Performance of the State Civil Apparatus Through Motivation".

METHODS

The type of data used in this study is statistically quantitative data obtained from data collection in research sourced from primary and secondary data. Primary data in this study was obtained by questionnaire/questionnaire technique, questionnaires in this

study were obtained from several references which were then processed in the form of questions and statements. Secondary data in this study was obtained from various library materials, in the form of books, journals, theses, and articles related to this research material.

This research is quantitative, a method used by Ramdhan (2021) to measure something to answer a research question. The quantitative method in this study is used to answer the formulation of the problem, namely how much influence leadership, work discipline, and compensation have on the performance of employees working at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta.

This research was conducted at the Secretariat General of the DPR RI office, precisely in the Building and Guest House Bureau. The population of this study is employees of the office of the Secretariat General of the DPR RI who work in the Building Bureau and Guest House which amounts to 199 people. Based on calculations using the Slovin formula, the sample in this study was 133 employees of the office of the Secretariat General of the DPR RI.

Based on the title of the study, the path analysis model in this study can be described as follows:

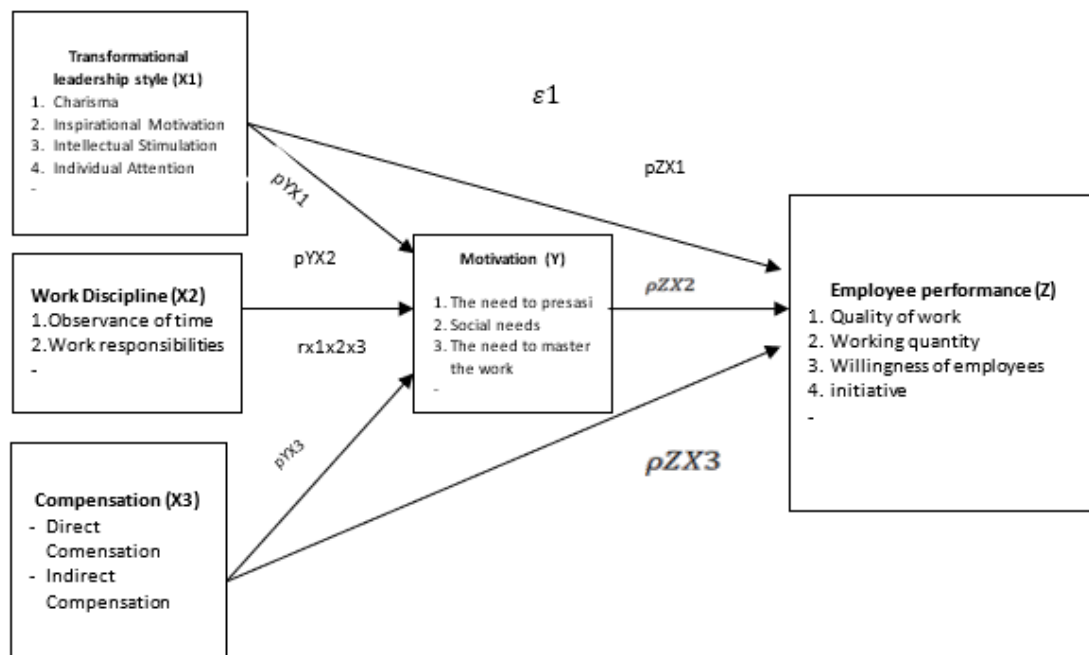


Figure 1. Diagram Path Analysis
 Source: Primary data (2022)

Based on the diagram, the path equation is formulated as follows:

$$Y = \rho_{YX1} X_1 + \rho_{YX2} X_2 + \rho_{YX3} X_3 + \Gamma_1$$

$$Z = \rho_{ZX1} X_1 + \rho_{ZX2} X_2 + \rho_{ZX3} X_3 + \Gamma_2$$

X1: Transformational Leadership Style

X2: Discipline

X3: Compensation

Y: Motivation

Z: Performance



r_{X1X2X3} : Correlation coefficient of leadership style, discipline, compensation

p_{YX1} : Coefficient of leadership style path to motivation

p_{YX2} : coefficient of discipline path to motivation

p_{YX3} : Coefficient of the compensatory pathway to motivation

e_1 : Other factors affecting motivation

p_{ZX1} : Coefficient of leadership style path to performance

p_{ZX2} : Discipline path coefficient to performance

p_{ZX3} : Motivation path coefficient to performance

e_2 : Other factors affecting performance

To examine the influence of transformative leadership style variables, work discipline, and compensation on performance through motivation, *Structural Equation Modeling* (SEM) analysis is used.

RESULTS AND DISCUSSION

The following path test results are presented in Table 2:

Table 2. Path Coefficient Test

Relationship	Path Coefficient
Transformational Leadership Styles-Performance >	0,249
Transformational Leadership Styles-Motivational >	0,374
Work Discipline -> Performance	0,131
Work Discipline -> Motivation	0,063
-> Performance Compensation	0,521
-> Motivation Compensation	0,488
-> Performance Motivation	0,166

Source: Primary data (2022)

Based on Table 2 above, it can be seen that the value of the path coefficient that can be seen in the original *sample* column has a range of 0. 131 to 0.521. From this, it follows that all paths of relationships are positive. Based on data processing that has been carried out using the smartPLS program, the R-Square value is obtained as follows:

Table 3. Goodness of Fit

	R Square
Motivation	0,655
Performance	0,746

Source: Primary data (2022)

Based on the data presented in Table 3 above, it can be seen that the R-Square value for the purchase decision variable is 0.65. The acquisition of this value explains the percentage of influence of transformational leadership style, work discipline, and compensation. Motivation is 0.655 or 65%. Furthermore, the R Square value for performance is 0.746, meaning that the magnitude of the influence of leadership style, work discipline, compensation, and motivation on performance is 74%.



Hypothesis Test

Based on the data processing results, the direct influence hypothesis test results are obtained, described in the following table.

Table 4. Test the Direct Influence Hypothesis

	T Statistics (O/STDEV)	P Values
Transformational Leadership Styles-Performance >	3,273	0,002
Work Discipline -> Performance	3,597	0,000
-> Performance Compensation	5,373	0,000
-> Performance Motivation	3,586	0,003
Transformational Leadership Styles-Motivational >	3,463	0,000
Work Discipline -> Motivation	3,020	0,000
-> Motivation Compensation	5,102	0,000

Source: Primary data (2022)

Hypothesis:

H1: Transformational leadership style has a positive and significant effect on employee performance

Based on calculations, it is known that the T value of the transformational leadership style variable counts against the performance variable is $3.273 > T$ table 1.966 and the P-value value is $0.002 > 0.005$. From these results, it can be concluded that transformational leadership style significantly affects employee performance, so the hypothesis is accepted.

H2: Work discipline has a positive and significant effect on employee performance

Based on calculations, it is known that the T value of calculating the work discipline variable against the performance variable is $3.597 > T$ table 1.966 and the P-value value is $0.000 < 0.005$. From these results, it can be concluded that work discipline significantly affects employee performance, so the hypothesis is accepted.

H3: Compensation has a positive and significant effect on employee performance

Based on calculations, it is known that the calculated T value of the compensation variable against the performance variable is $5.373 > T$ table 1.966 and the P-value value is $0.000 > 0.005$. From these results, it can be concluded that compensation significantly affects employee performance, so the hypothesis is accepted.

H4: Motivation has a positive and significant effect on employee performance

Based on calculations, it is known that the calculated T value of the motivation variable against the performance variable is $3.586 > T$ table 1.966 and the P-value value is $0.003 > 0.005$. From these results, it can be concluded that motivation significantly affects employee performance, so the hypothesis is accepted.

H5: Transformational leadership style has a positive and significant effect on motivation

Based on calculations, it is known that the T value of calculating the leadership style variable against the motivation variable is $3.463 > T$ table 1.966 and the P-value value is $0.000 > 0.005$. From these results, it can be concluded that transformational leadership style significantly affects motivation, so the hypothesis is accepted.

H6: Work discipline has a positive and significant effect on motivation

Based on calculations, it is known that the T value of calculating the work discipline variable against the motivation variable is $3.020 < T$ table 1.966 and the P-value



value is $0.000 > 0.005$. From these results, it can be concluded that work discipline significantly affects motivation, so the hypothesis is accepted.

H7: Compensation has a positive and significant effect on motivation

Based on calculations, it is known that the calculated T value of the compensation variable against the motivation variable is $5.102 > T$ table 1.966 and the P-value value is $0.000 > 0.005$. From these results, it can be concluded that compensation significantly affects motivation, so the hypothesis is accepted.

Based on the data processing results, the mediation effect hypothesis test results are described in the following table.

Table 5. Test the Mediation Effect Hypothesis

	T Statistics (O/STDEV)	P Values
Transformational Leadership Style-> Motivation -Performance >	3,596	0,000
Work Discipline -> Motivation -Performance >	3,705	0,000
Compensation -> Motivation -> Performance	3,481	0,001

Source: Primary data (2022)

H8: Motivation mediates the influence of transformational leadership styles on employee performance

From the T-test results, it is known that the influence of transformational leadership style through motivation on employee performance obtained a calculated T value of $3.596 > T$ table 1.966 and a P-value value of $0.000 < 0.005$. From these results it can be concluded that motivation mediates the influence of transformational leadership style on employee performance, hence the hypothesis is accepted.

H9: Motivation mediates the effect of work discipline on employee performance

From the T-test results, it is known that the influence of work discipline through motivation on employee performance obtained a calculated T value of $3.705 < T$ table 1.966 and a P-value value of $0.000 > 0.005$. From these results, it can be concluded that motivation mediates the influence of work discipline on employee performance, so the hypothesis is accepted.

H10: Motivation mediates the effect of compensation on employee performance

From the T-test results, it is known that the effect of compensation through motivation on employee performance obtained a calculated T value of $1.481 < T$ table 1.966 and a P-value value of $0.001 > 0.005$. From these results it can be concluded that motivation mediates the effect of compensation on employee performance, hence the hypothesis is accepted.

The Influence of Transformational Leadership Force on Performance

The results of the hypothesis test show that leadership style has a positive and significant effect on employee performance at the Building Bureau and Wisma Sekretariat General of the DPR RI DKI Jakarta. Judging from the value of path coefficient, the value of *path coefficient*, the influence of leadership style on employee performance is 0.249 or 25%. In theory, according to Rianto (2020), Leadership is the process of the leader influencing the behavior of subordinates to achieve organizational goals. The right leadership leaders can influence employee performance. (Yusuf, 2019) states that transformational leadership brings conditions towards high performance in



organizations that face the demands of renewal and change to improve organizational performance and image.

In line with this theory, the results of this study prove that transformational leadership style has a positive and significant effect on employee performance at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. The results of this study support the research of (Prayudi, 2020; Priyatmo, 2018; Subarto et al. 2021) which found that transformational leadership style has a significant and positive effect on employee performance.

The Influence of Work Discipline on Employee Performance

The results showed that work discipline significantly affected the performance of employees at the Building Bureau and Wisma of the General Secretariat of the DPR RI DKI Jakarta. According to Hasibuan & Silvya (2019), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Ansyary, 2021). Work discipline is crucial for an organization or government agency to realize company goals. Good work discipline makes it easier for an organization to achieve optimal results.

The results showed that work discipline significantly affected the performance of employees at the Building Bureau and Wisma of the General Secretariat of the DPR RI DKI Jakarta. This study's results align with research from Hasibuan & Silvya (2019) stating that work discipline influences employee performance. This is because good work discipline will accelerate organizational goals, while degenerate discipline will be a barrier and slow the achievement of organizational goals.

The Influence of Compensation on Performance

The results showed that compensation had a positive and significant effect on the performance of employees at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. Judging from the value of path coefficient, *the value of path coefficients*, the effect of compensation on employee performance is 0.521, meaning that compensation can increase employee performance by 52%. The better the compensation employees receive; the better or improved employee performance will be.

In theory, according to Putra et al. (2019), compensation is the total of all awards given to employees in return for their services to the organization. So, if the organization wants to improve its employees' performance, the compensation employees receive must also increase (Sinambela, 2021).

In line with this statement, the study's results show that compensation positively and significantly affects employee performance. The results of this study support the research from Arifudin (2019) that employee performance is influenced by the level of compensation received by employees.

The Influence of Transformational Leadership Style on Motivation

The hypothesis test results show that transformational leadership style has a positive and significant effect on employee motivation at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. Judging from the value of path coefficients, the value of *path coefficient*, the influence of transformational leadership style on motivation is 0.374 which means that transformational leadership style affects motivation by 37%. From these results, it can be concluded that a good leadership style will increase motivation.

According to Nurkholis et al. (2018) Explicitly motivating means that the organization's leader is amid his subordinates and thus can provide guidance, instruction, advice, and correction if necessary. According to Suwitri (2020),



Transformational leadership style has a close relationship with motivation because the success of a leader in moving others to achieve predetermined goals depends largely on his leadership style. According to Susilo (2018), transformational leadership has four functions in motivating employees: charisma, inspirational motivation, intellectual stimulation, and attention to individuals.

The results showed that transformational leadership style positively and significantly affects motivation. This result is in line with Susilo (2018) which states that the application of transformational leadership has an impact on the psychological aspects of employees and can be mastered so that it leads to increased motivation. Furthermore, the results of this study also support Prayudi's (2020) research which found that transformational leadership style affects motivation. Transformational leaders can provide motivation and create a state that drives employee behavior to achieve goals.

The Influence of Work Discipline on Work Motivation

The results showed that work discipline significantly affected employee motivation at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. In theory, according to (Hasibuan & Silvy, 2019) motivation is the driving force that creates a person's work excitement so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Discipline that is carried out properly will ensure the enforcement of various rules that lead to employee motivation at work.

In line with this opinion, the study's results showed that work discipline did not significantly affect employee motivation at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. The results of this study are also different from Munawar's (2019) research that work discipline influences work motivation. This is because employees with high work discipline will also have high motivation in working in an organization where they work (Jufrizen, 2021).

The Influence of Compensation on Work Motivation

The results showed that compensation positively and significantly affected employee motivation at the Building Bureau and Wisma Secretariat General of the DPR RI DKI Jakarta. Judging from the value of the path coefficient, *the value of path coefficients*, the effect of compensation on employee motivation is 0.488, meaning that compensation can increase employee motivation by 48%. The better the compensation employees receive; the better or increased employee motivation will be.

In theory, according to (Ansary, 2021) compensation is the total of all awards given to employees in return for their services to the organization. Compensation is a factor that can increase employee motivation that can create a passion for employees to complete every responsibility given by the company, therefore companies need to pay attention to the compensation system applied to maintain and increase employee work motivation. The research results from Sembiring & Prasetio (2018) found that compensation influences motivation. This is because the better the compensation system carried out, it will affect the increase in employee work motivation, and vice versa, the worse the compensation system carried out, the lower the employee's work motivation (Sinambela, 2021).

The Influence of Motivation on Employee Performance

The results showed that motivation had a significant effect on the performance of employees at the Building Bureau and Wisma of the General Secretariat of the DPR RI DKI Jakarta. In theory, according to Hasibuan & Silvy (2019), motivation is the driving force that creates a person's work excitement, so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Besides



affecting employee performance, motivation can also entangle the relationship of leadership style to employee performance.

In line with this opinion, the results of this study show that the influence of motivation on performance is not significant. The results of this study are in line with the research of Nurkholis et al. (2018) It was found that motivation can mediate the relationship of leadership style to employee performance because a leadership style that is by the expectations of employees will be able to increase motivation at work to improve employee performance indirectly (Batubara, 2020).

The Influence of Motivation in Mediating Transformational Leadership Styles on Performance

The results showed that motivation mediates the influence of transformational leadership style on employee performance. In theory, motivation is one of the psychological factors that can affect employee performance. According to Hasibuan & Silvya (2019), motivation is the provision driving force that creates a person's work excitement, so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction (Hasibuan, 2019). Besides affecting employee performance, motivation can also entangle the relationship of leadership style to employee performance.

The results of this study show that motivation mediates the influence of transformational leadership style on employee performance. This study's results align with the opinion of Aryoko et al. (2020) which states that transformational leadership increases follower motivation, morale, and performance through various mechanisms. These mechanisms include linking followers' sense of identity and self to the project and the collective identity of the organization; being a role model for subordinates who inspires and makes subordinates interested; Challenge subordinates to master the work and understand strengths and weaknesses, so that leaders can align subordinates with tasks that improve their performance. The results of this study support the findings of Mukrianto et al. (2021) who found that motivation can mediate the relationship of transformational leadership style to employee performance because a leadership style that matches the expectations of employees will be able to increase motivation at work to improve employee performance indirectly.

The Influence of Motivation in Mediating Work Discipline on Performance

The results showed that motivation mediates the influence of work discipline on employee performance. In theory, according to Hasibuan & Silvya (2019), motivation is the driving force that creates a person's work excitement, so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Besides affecting employee performance, motivation can also entangle the relationship between leadership style to employee performance (Hasibuan, 2019).

The results of this study show that motivation mediates the influence of work discipline on employee performance. The results of this study are different from the research Arifa & Muhsin (2018) found that motivation can mediate the relationship of discipline to employee performance because a high level of employee work discipline will motivate employees to carry out their work well, so it will indirectly make employee performance increase. In line with the results of this study, this study found that the influence of work discipline on employee performance is related to employee motivation.



The Influence of Motivation in Mediating Compensation on Performance

The results showed that motivation mediates the effect of compensation on employee performance. This study's results align with research from Muchzen et al. (2019) and Arifa & Muhsin (2018). It was found that motivation can mediate the relationship of compensation to employee performance because the better the employee compensation, the better the motivation and impact on employee performance in doing a job will increase. In line with the study's results, this study found that compensation significantly affects employee performance with motivation.

CONCLUSION

In this research series, the results of analysis and hypothesis testing show several important findings related to the relationship between transformational leadership style, work discipline, compensation, motivation, and employee performance at the Building Bureau and Wisma Sekretariat General of the DPR RI DKI Jakarta. The results of this study support the claim that the transformational leadership style has a positive and significant effect on employee performance, in line with previous research that showed a positive impact of this leadership style on organizational performance. Work discipline has also been shown to have a significant effect on employee performance, in line with the view that good discipline supports the achievement of organizational goals. Furthermore, compensation has a positive and significant effect on employee performance, with the implication that giving good compensation can improve their performance. Motivation has also been shown to have a significant impact on employee performance, and this result is consistent with the understanding that high motivation drives employees to achieve better results. In addition, motivation is also proven to be an important mediating factor in linking transformational leadership styles, work discipline, and compensation with employee performance. Overall, these findings underscore the importance of inspiring leadership management, good work discipline, fair compensation, and strong motivation in achieving optimal performance in a work environment.

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