

The Effect of Transformational Leadership Style and Compensation on Employee Performance with Employee Motivation as Intervening Variable

Romli, Idrus Jus'at, and Ratna Indrawati

ABSTRACT

In the current era of globalization, high organizational performance demands to be able to survive in the midst of a very tight competition level, taking into account various aspects that influence it. The purpose of this study was to determine the effect of leadership style, and compensation on performance through motivation as an intervening variable. Survey method will be applied with causality design based on cross-sectional time dimension with data analysis method using regression. The population in this study was 170 people. The data collection technique is a questionnaire with a measurement scale using a modified Likert scale. It is known that the coefficient of determination or R Square is 0.737 or equal to 73.7%. This figure means that the variable Motivation (Z), Transformational Leadership Style (X1), and Compensation (X2) has an effect on the Performance variable (Y) by 73.7%, while the remaining 26.3% is influenced by other variables not examined by the author. The application of a good transformational leadership style, compensation for hospital commitment, and the strength of employee motivation have a positive effect on employee performance.

Keywords: Compensation, Motivation, Performance, Transformational Leadership Style.

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Romli*

Esa Unggul University, Jakarta, Indonesia.

(e-mail: romlirom1707@gmail.com)

I. Jus'at

Esa Unggul University, Jakarta, Indonesia.

(e-mail: idrus.jusat@esaunggul.ac.id)

R. Indrawati

Esa Unggul University, Jakarta, Indonesia.

(e-mail: ratnaindrawati@esaunggul.ac.id)

**Corresponding Author*

I. INTRODUCTION

Performance is defined as the result of a person's efforts achieved by their abilities and actions in certain situations. Performance appraisal of employees is usually based on job descriptions that have been prepared by the organization. Thus, the good and bad performance of employees is seen in their ability to carry out tasks in accordance with the work for which they are responsible. In particular, we find that the wage compensation scheme results in higher performance, when compared to the pay-pay bonus compensation scheme and that goal attainment in the presence of performance feedback and the level of goals set, is difficult. Our results show that the goal attainment bonus compensation scheme results in higher task performance when compared to the pay compensation scheme which tends to be more motivating. (Chong & Leung, 2018) The progress of the company is influenced by the quality of its leadership or management and the commitment of the leader of a company. Complex tasks cannot be done well if the leader does not have the ability to lead. An organization can achieve its goals if the leader is able to carry out its functions properly. The main functions of a leader according to Krench and Krutchfield are as planners, implementers, policymakers, experts, representatives of outside groups, supervisors, and controllers of relationships within the group, figures of success and failure, problem solvers for subordinates, role models for their subordinates, a reflection/symbol of group responsibility, and ideology for

the group. Leadership is exercised when a person mobilizes institutional, political, psychological, and other resources to arouse, engage and motivate followers (Bass & Avolio, 2003). The success of a leader is influenced by the leadership style that is set on the people he leads. Leadership activities will show leadership styles with their respective patterns. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a goal. A leadership style is a way and approach to provide direction, implement plans, and motivate people. As seen by employees, it includes the total pattern of explicit and implicit actions taken by their leaders (Davis & Newstrom, 1993). The leadership style will be applied in management to be able to create positive work effectiveness for the service. The leadership style is a leader who coordinates and supervises the work of others so that organizational goals can be achieved with the style and behavior of the leader. A good leader is not doing his own job, but trying to help others to do their job well. Its form can be coordinated on the work of a group from a particular department or company in supervising its employees (Robbins & Coulter, 2010).

Each leader has a leadership style that is different from one other, this shows directly or indirectly a leader's belief in the abilities of his subordinates. This means that the leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, and attitudes that are often applied by a leader when trying to influence the performance of his subordinates. A good leader is someone whose behavior, nature and character can influence and determine the behavior

of his employees or members of the organizational group he leads. Transformational leadership is a type of leadership style that leads to positive changes in those who follow (followers). Transformational leaders are generally energetic, enthusiastic and passionate. Not only do leaders pay attention and get involved in the process, they are also focused on helping each group member to succeed. Transformational leadership is a leadership model that improves human resources and the relationship the leader's effect on subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do something more and do it beyond their own expectations. (Bass & Avolio, 1994). Transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must also have the ability to match the vision of the future with their subordinates and heighten the needs of subordinates at a higher level than what they need. Researchers accessed google maps on January 10, 2022 and searched Helsa Jatirahayu Hospital. There are 100 reviews about RS Helsa Jatirahayu and 40 of them regarding service giving a one-star rating. In a review of services, researchers received several complaints about nurses at Helsa Jatirahayu Hospital, Bekasi. The complaints included infusion bottles that had been replaced for a long time, inpatients feeling they were not being monitored by nurses properly, nurses speaking rudely and not friendly to patients, midwives being indifferent and did not monitor patients, security officers being jutek, administrative officers served for a long time. Some even wrote "the service at this hospital is very unsatisfactory".

Researchers made observations at the hospital in January 2022. Researchers found an age gap between the leader and the one being led, namely the nursing sub-coordinator with a much younger age than the senior nurses he led, there were also employees who were relatives of the owner. These two things cause the task of the sub-coordinator in leading to become difficult, this can be seen through rewards and punishments that cannot run well, and policies, orders, and directions of the leadership are not carried out properly. The researcher conducted an open interview with the Head of Health and Nursing Services, he said that there were still many complaints from patients regarding the services provided by the hospital, either directly in the hospital suggestion box or through social media. Management realizes that there are still many limitations in the facilities and infrastructure as well as human resources owned by the hospital. This situation triggers various complaints from patients and families. Not all employee competency gaps can be reduced through training funded by the hospital, due to the limited budget that the hospital has to provide training to health workers. He also said that there are still complaints from employees who get additional assignments without additional allowances, so their work is harder but gets the same income as those who don't get additional assignments. At Helsa Jatirahayu Hospital Bekasi, a complete and objective performance assessment still needs improvement and adjustment according to the needs of the vision and mission of the Helsa Jatirahayu Hospital Bekasi, considering that the performance appraisal model is still in the refinement stage, as for the general recap of the performance appraisal

results for the Star category 27 people (19 %), category of potential person 101 people (71%) and category of Hardworker 15 people (10%). From the results of the performance appraisal, it can be seen that the Star category is still below 20% and the most in the potential person category is 71%. This is because the character of employees in organizational culture still carries old habits that need to be adjusted to the culture of Helsa Jatirahayu Hospital Bekasi and this management needs to further increase socialization activities related to hospital policies so that the performance and vision, the mission of Helsa Jatirahayu Hospital Bekasi can be understood. and implemented for organizational achievement and performance by all employees who incidentally come from various hospitals and backgrounds. The description of the incident above, of course, should not be allowed to drag on. All of this will have an impact on organizational performance. Where in the current era of globalization requires high organizational performance to be able to survive in the midst of a very tight level of competition. In this regard, it is necessary to conduct research to determine what factors affect employee performance. Work motivation is one of the factors that influence work time management. In carrying out the main tasks and functions in hospitals, the support of quality resources is a must. The quality of human resources is one of the factors to increase the productivity of an organization's performance. state that one of the most important factors that move people to achieve their goals is motivation. One of the most difficult challenges facing leaders is how to get employees to do their best, in every condition of the work situation. Motivation refers to all aspects of behavior and actions, but also the intention to act that energizes and directs behavior, "to be motivated means to be transferred to something".

The coronavirus disease discovered in 2019 (Covid-19) is a member of the same group of viruses that cause severe acute respiratory syndrome (SARS) and camel flu (Middle East respiratory syndrome or MERS-CoV). First appeared in Wuhan, the capital of Hubei province, China in December 2019 and later became known as SARS-CoV Huang C, 2020.

The Covid-19 pandemic has had a tremendous impact on health workers, not only increasing the workload but also being afraid of being exposed to the disease itself so it can transmit to the family, working with health protocols that are continuously updated, limited personal protective equipment, treating patients with seriously ill and also exposed peers. The term burnout was coined in the 1970s by Herbert Freudenberger, an American psychologist. This term is used to describe the consequences triggered by severe stress and the high demands of a serving profession. Health workers are one example, they sacrifice themselves to help others, so they often end up with burnout, feeling tired, lethargic and unable to cope. Other professions are social workers, teachers, lawyers, service representatives' consumers and police officers.

In a study conducted at a hospital in Wuhan, 1257 health workers reported 50% depression, 45% anxiety, 34% insomnia. In a survey followed by 2008 participants, it was found that gender, parental status, marital status, and salary reduction were significant factors for burnout. Health problems and direct contact with infected patients are also associated with personal problems and work-related burnout.

The position of medical personnel on the front line experienced these three things.

In Malaysia, almost half of the health workers studied reported experiencing the effects of burnout. The health workers provide an overview of their excessive workload, the uncertainty that occurs related to the pandemic, and the challenges of work-life balance (Roslan *et al.*, 2021).

The impact of high burnout is not only experienced by nursing staff but also by the health industry and health workers. The performance of the nursing staff needs to be improved, and one option is to achieve higher work performance by empowering the nursing staff. According to Kleiber and Ensmann in Europe, 43% of burnout cases were found in social workers such as nurses, 32% experienced by teachers, 9% faced by administrative workers, 4% experienced by workers in the field of law and the police, and 2% experienced by other workers. The nursing profession ranks highest in burnout cases.

Perceived risk is a factor that can mediate a person's knowledge or awareness in later carrying out preventive behavior. Anxiety has a close relationship with perceived risk because worry occurs when individuals feel they will be faced with situations that are considered dangerous whereas what is meant by risk refers more to the probability that a threat will occur. The spread of the Covid-19 virus causes dramatic conditions, health workers face a high risk of being exposed to diseases that many colleagues have died from it. The risk of increasing mental health disorders such as anxiety, depression, insomnia, work-related stress, and also PTSD (Post Trauma Stress Disorder).

The most effective way to prevent the spread of the virus is to take preventive measures despite the many obstacles encountered such as the level of knowledge and level of awareness of a person about the disease and whether the knowledge possessed will be applied to preventing it.

Health workers experience many undesirable things, especially various stress reactions, especially those in their work who have close contact with Covid-19 patients so health workers have a greater risk of developing psychological problems such as anxiety, panic, or stress disorders. These complaints can come from various sources such as excessive workload, lack of personal protective equipment, and negative news about Covid-19 circulating and not yet supported by trained mental health.

Health workers feel anxious for the safety of their families, especially when they find out that the Covid-19 patient who was treated later died. On the other hand, the existence of a strict infection control protocol, supported by adequate personal protective equipment and equipment and appreciation from hospitals and the government for the participation of health workers in providing health services to Covid-19 patients is considered very important to improve their psychological condition.

In addition to establishing public health measures to combat disease pandemic outbreaks, we are also fighting social media panic pandemics. We need to quickly research and respond to rumors, perceptions, attitudes, and public behavior around Covid-19 and control measures (Depoux, 2020).

During the pandemic, health workers are trying to face the war with the Covid-19 disease with the utmost dedication and

effort, even though there is a risk of being infected with the virus. Hospitals also play a role in controlling the outbreak, by establishing a special pandemic division consisting of several volunteer medical staff. The Covid-19 pandemic has forced healthcare professionals around the world into an unprecedented situation, they have been forced to make difficult decisions and work under extreme pressure. They are struggling with the challenges of the Covid-19 pandemic, with increased risks and mental health problems to deal with. Medical personnel, especially nurses, are required to work professionally to treat patients even though they are worried about being exposed and the impacts that the families of medical personnel also experience, namely the risk of exposure, the risk of transmitting it to other family members, the existence of a bad stigma against medical personnel. All of these impacts will reduce the performance of medical personnel so motivation is needed to again improve the performance of this medical personnel. In addition, to relieve boredom and avoid mental stress, they need to spend time doing fun things out of the ordinary (Coldwell, 2017). Health workers must have quality time to increase work motivation and individual performance.

In Indonesia, in dealing with the Covid-19 pandemic, the Government through the Ministry of Health has prepared a number of government hospitals and private hospitals to become Covid-19 referral hospitals, including public facilities such as the Athlete's House which is used as an emergency hospital. The government also assists in the provision of Personal Protective Equipment for referral hospital health workers.

Symptoms of Covid-19 in general are fever (temperature > 38°C), and cough accompanied by respiratory tract disorders. Other symptoms include shortness of breath, sore throat, chills, body aches, headaches, diarrhea, abdominal pain, coughing up blood, nasal congestion, and decreased sense of smell (anosmia). The stages of Covid-19 sufferers start with mild, moderate to severe complaints. Half of the Covid-19 patients experience shortness of breath within one week. In severe cases, there is a risk that the condition will become severe in a short time (PDPI, 2020).

The spread of the Covid-19 virus in Indonesia began on March 2 when the Government officially announced the first Covid-19 case. Ten days later WHO raised the status of Covid-19 to a pandemic. The Indonesian Doctors Association (IDI) mitigation team recorded that 647 health workers died due to exposure to Covid-19. The death rate is the highest in Asia and the third largest in the world, and even from December 2020 to mid-January 2021, 53 medical personnel died. Agung Hospital is a type C general hospital located in the south of Jakarta. This hospital has a total of 110 beds. At the beginning of the covid pandemic, it turned into a covid referral hospital with the distribution of 32 beds used for Covid-19 isolation beds with a total of 52 nurses. There are 20 doctors and specialists, 6 radiology stylists, 10 laboratory analysts, and 18 emergency room nurses. For 1 day divided into 3 shifts, the morning shift starts at 07.00 – 14.00, the afternoon shift starts at 14.00-20.00, night shift starts at 20.00–07.00.

Based on observations in the field at that time, nurses or non-medical personnel were being cared for, by ER nurses, general practitioners, poly nurses, finance departments, and

HR departments and were affected by Covid-19 until the emergency room services were closed for 2 weeks because there were no health workers available. adequate. Many also asked to move to the non-isolation section. With reduced patient visits to hospitals, doctors who are aged or have comorbidities request to reduce hours of practice, and the hospital's income is reduced so that a Work from Home (WFH) work system strategy emerges alternately for medical and non-medical personnel except general practitioners. With this strategy, it is expected to be able to reduce the number of disease transmissions and reduce the payment of salaries for health workers and non-health workers. This is where work stress begins to occur, followed by discrimination in treatment from local residents against medical and non-medical workers who are exposed to COVID-19, there are also concerns that they will infect their families, not to mention the decrease in income which is the beginning of the decline in motivation of workers, especially health workers who work or in contact with Covid-19 patients.

Along with the increase in patients in mid-May, there were additional beds with 52 beds in the red zone, 32 beds in the yellow zone. 8 ICU health workers are assigned to the isolation room. In 1 shift, there are 8 people on the morning shift, 6 people on the afternoon shift, and 6 people on the night shift. The number of workers exposed to COVID-19 continues to exist, even added to their family members or relatives.

Thus, this pandemic condition allows many things that affect work stress, workload and employee motivation in hospitals. Therefore, this study aims to determine the effect of the three variables, namely risk perception, work stress, and work motivation on burnout in health workers during the Covid-19 pandemic.

II. METHOD

A. Design

This study uses a survey method, using a questionnaire as a data collection tool. This study uses a causality design based on the cross-sectional time dimension, namely the measurement of the independent and dependent variables is carried out at the same time. The unit of analysis is the individual, the data analysis method uses regression. This research was conducted to explain the relationship of three variables, namely the independent variables which include Transformational Leadership Style (X1), Compensation (X2), and Motivation (Z) with the dependent variable namely Performance (Y), the type of research used is associative quantitative, because the researcher wants to know whether there is a relationship between the variables through testing the formulated hypotheses. The relationship between research variables is described in Fig. 1.

B. Sample

The population in this study were all staff of Helsa Jatirahayu Hospital totaling 100 people with details of non-medical employees as many as 40 employees and medical employees totaling 60 employees.

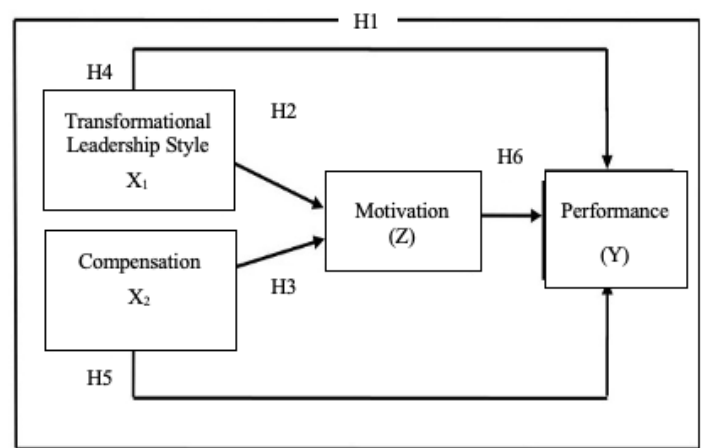


Fig. 1. Research Constellation Framework.

C. Research Instrument

Primary data collection used a questionnaire that was filled out by each respondent and was carried out by a research assistant to assist in the distribution of the questionnaire and the completeness of the data. A demographic data questionnaire was used to see the characteristics of respondents. This instrument consists of age, gender, marital status, years of service, and education. With regard to the measurement scale in the preparation of the questionnaire, the researcher used a modified Likert scale with an interval scale of 1 to 4, 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree. Based on the results of the validity test of 100 respondents, a total of 10 statements were obtained for the employee performance variable, 8 statements for the transformational leadership style variable, 8 statements for the compensation variable, and 9 statements for the motivation variable. While the results of the reliability test obtained that the alpha value of all variables was greater than the value of 0.60. Therefore, it can be concluded that all questionnaires in this study are reliable or consistent, in measuring each variable, so they can be used as research instruments.

D. Research Hypothesis

Based on the research constellation, the research hypothesis is as follows:

- 1) The Influence of Transformational Leadership Style, Compensation on Performance through Simultaneous Motivation
- 2) The Effect of Transformational Leadership Style on Employee Motivation
- 3) The Effect of Compensation on Employee Motivation
- 4) The Effect of Transformational Leadership Style on Employee Performance
- 5) The effect of Compensation on Employee Performance
- 6) The Effect of Motivation on Employee Performance

III. RESULTS

The characteristics of this study indicate that of the 100 respondents studied by gender, it was found that the female sex has a larger proportion than male employees, namely 47% (47 people), and female employees by 53% (53 people). Most of the employees are in the age group above 35 years 42 people (42%). Of the 100 respondents studied based on

education, it was dominated by Diploma education 56% (56 people). Furthermore, respondents who were studied based on years of service, 44% (44 people) of respondents had worked for <10 years 60% (60 people) and 40% (40 people) had worked for >10 years. In this study the results of testing the validity of the Product Moment column (r count) it is known that the results of calculating the validity coefficient of all research questionnaire items there are no invalid questionnaires from 35 questionnaires whose r count is smaller than r table (0.360) and p-value > 0 0.05 then all the questionnaires are declared valid. And the questionnaire with valid results means that research statements can be used as a data collection tool to measure the variables. Based on the answers of 100 respondents to the transformational leadership style variable (X1), compensation (X2) on performance (Y) through motivation (Z) which consists of 35 statements, the results of the validity test of the transformational leadership style variable (X1), compensation (X2), motivation (Z) on performance (Y) is presented in Table I, Table II, Table III, Table IV, and Table V.

A. Performance

Table I, it can be seen the results of testing the validity of the 10 statements for the variable Performance. Questions P1, P2, P3, P4, P5, P7, P8, P9 and P10 are greater than the value of r table then they are declared valid.

B. Transformational Leadership Style

In Table II it can be seen the results of the validity testing of 8 statements for the transformational leadership style variable. Statements P1, P2, P3, P4, P5, P7, and P8 are greater than the value of r table, then they are declared valid.

C. Compensation

Table III, it can be seen the results of testing the validity of the 8 statements for the transformational leadership style variable. Statements P1, P2, P3, P4, P5, P7, and P8 are greater than the value of the r table, then they are declared valid.

D. Motivation

In Table 4 it can be seen the results of testing the validity of 9 statements for the Motivation variable. Statements P1, P2, P3, P4, P5, P6, P7, P8, and P9 are greater than the value of r table, then they are declared valid.

Furthermore, the reliability test was carried out using Cronbach Alpha. Reliability is a tool to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if the respondent's answer to the statement is consistent or stable from time to time.

Testing with criteria if r count < 0.60 means it is not reliable and if r count > 0.60 means reliable, it is presented in Table IV.

Based on the results of the calculations the Cronbach's Alpha value of each variable is above 0.60, it can be concluded that all questionnaires in this study are reliable or consistent in measuring each variable. Then after the questions were declared valid and reliable, the researchers conducted sampling using descriptive data analysis techniques using the Three Box Method which divided the item score questions into low, medium, and high.

TABLE I: VALIDITY TEST

Statement	Value of r count	Info.	Value of r table
P1	0,790	Valid	
P2	0,818	Valid	
P3	0,841	Valid	
P4	0,900	Valid	
P5	0,749	Valid	
P6	0,841	Valid	0,360
P7	0,710	Valid	
P8	0,553	Valid	
P9	0,900	Valid	
P10	0,749	Valid	

TABLE II: VALIDITY TEST

Statement	Value of r count	Info.	Value of r table
P1	0,777	Valid	
P2	0,922	Valid	
P3	0,801	Valid	
P4	0,933	Valid	
P5	0,517	Valid	0,360
P6	0,745	Valid	
P7	0,911	Valid	
P8	0,920	Valid	

TABLE III: VALIDITY TEST

Statement	Value of r count	Info.	Value of r table
P1	0,841	Valid	
P2	0,710	Valid	
P3	0,553	Valid	
P4	0,900	Valid	
P5	0,749	Valid	0,360
P6	0,777	Valid	
P7	0,922	Valid	
P8	0,801	Valid	

TABLE IV: UJI VALIDITAS

Statement	Value of r count	Info.	Value of r table
P1	0,553	Valid	
P2	0,900	Valid	
P3	0,749	Valid	
P4	0,933	Valid	
P5	0,517	Valid	0,360
P6	0,745	Valid	
P7	0,755	Valid	
P8	0,800	Valid	
P9	0,830	Valid	

TABLE V: RESEARCH INSTRUMENTS RELIABILITY TEST RESULTS

Variable	N of Items	Cronbach's Alpha	Cut off	Decision
Transformational Leadership Style (X1)	8	0,873	0,60	Reliabel
Compensation (X2)	8	0,890	0,60	Reliabel
Motivation (Z)	9	0,943	0,60	Reliabel
Performance (Y)	10	0,855	0,60	Reliabel

The researcher analyzed with descriptive analysis in which this analysis technique got a picture of the respondents' answers regarding the research variables used. This analysis was carried out using index analysis techniques. The results of the description of respondents' answers are shown in matrix Table VI.

After that, the hypothesis testing proposed in this study will be carried out using the coefficient of determination test, t-test, and F test. Meanwhile, the intervening test is carried out by analyzing the indirect effect and the total effect between variables. Table VII shows the results of the hypothesis testing of research instruments.

From Table VII, the motivation variable is obtained that the value of Sig. is 0.002 (p < 0.05) therefore it means that Ho

is rejected (motivation has no effect on performance) and Ha is accepted (motivation has an effect on performance) which means that there is an influence between motivation on performance. It is obtained that the value of Sig. for transformational leadership style is 0.000 (p <0.05) therefore it means that Ho is rejected and Ha is accepted which means that there is an influence between transformational leadership style on performance. It is obtained that the value of Sig. for compensation is equal to 0.003 (p <0.05) therefore it means that Ho is rejected and Ha is accepted which means that there is an influence between compensation on performance. It is known that the coefficient of determination or R Square is 0.737 or equal to 73.7%. This figure means that the variable

Motivation (Z), Transformational Leadership Style (X1), Compensation (X2) has an effect on the Performance variable (Y) by 73.7%, while the remaining 26.3% is influenced by other variables not examined by writer.

From Table VIII, it is obtained that the value of Sig. for Transformational Leadership Style is 0.000 (p <0.05) therefore it means that Ho is rejected and Ha is accepted which means that there is an influence between transformational leadership style on motivation. It is obtained that the value of Sig. for compensation is equal to 0.001 (p <0.05) therefore it means that Ho is rejected and Ha is accepted which means that there is an influence between compensation and motivation.

TABLE VI: RESPONDENT RESPONSE MATRIX

No	Variable	Respondent's Response Position			Behavior
		Low	Medium	High	
1	Transformational Leadership Style (X1)	-	-	*	Employees are satisfied with the leadership style applied in the hospital
2	Compensation (X2)	-	-	*	Employees are not satisfied with the salary given by the hospital
3	Motivation (Z)	-	-	*	Employee motivation is quite good
4	Performace (Y)	-	-	*	Employees feel that performance appraisal is not objective

TABLE VII: PARTIAL HYPOTHESIS TEST (T TEST)

Model		Unstandardized Coefficients		Std. Coef. Beta	t	Sig.	Description
		B	Std. Error				
1	(Constant)	8.199	2.902	0.146	2.826	0.007	H2: Accepted
	Motivation (Z)	0.881	0.099		9.831	0.002	
2	Transformational LeadershipStyle (X1)	0.701	0.058	0.513	12.133	0.000	H3: Accepted
	Compensation (X2)	0.937	0.079	0.658	8.748	0.003	H4: Accepted
Adjusted R Square							0,737

Dependent Variable: Performance

TABLE VIII: PARTIAL HYPOTHESIS TEST (T TEST)

Model		Unstandardized Coefficients		Std. Coef. Beta	t	Sig.	Description
		B	Std. Error				
1	(Constant)	6.171	6.074	0.582	1.016	0.314	H5: Accepted
	Transformational LeadershipStyle (X1)	0.777	0.146		5.335	0.000	
2	Compensation (X2)	0.815	0.111	0.204	6.138	0.001	H6: Accepted
Adjusted R Square							0,636

Dependent Variable: Motivation

TABLE IX: SIMULTANEOUS HYPOTHESIS TEST (UJI F)

Model		Sum of Squares	df	Mean Square	F	Sig.	Description
1	Regression	111.558	3	370.519	52.261	0.000 ^b	H1: Accepted
2	Residual	397.025	56	7.090			

Dependent Variable: Performance

Predictors: (Constant) Transformational Leadership Style, Compensation and Motivation

TABLE X: HYPOTHESIS

No	Hypothesis	P-Value	Result
1	H1: There is a relationship between Transactional Leadership Style, Teamwork, Work Environment, Motivation and Level of Compliance	0.000	Accepted
2	H2: There is a relationship between Transactional Leadership Style and Motivation	0.706	Rejected
3	H3: There is a relationship between Transactional Leadership Style and Level of Compliance	0.003	Accepted
4	H4: There is a relationship between Teamwork and Motivation	0.000	Accepted
5	H5: There is a relationship between Teamwork and Compliance Level	0.038	Accepted
6	H6: There is a relationship between Work Environment and Motivation	0.021	Accepted
7	H7: There is a relationship between Work Environment and Compliance Level	0.828	Rejected
8	H8: There is a relationship between Motivation and Level of Compliance	0.03	Accepted

It is known that the coefficient of determination or R Square is 0.636 or equal to 63.6%. This figure means that the variable Transformational Leadership Style (X1), and Compensation (X2) have an effect on the Motivation variable (Z) by 63.6%, while the remaining 36.4% is influenced by other variables not examined by the author.

Based on Table IX, it is known that the value of Sig. of (0.000) and the value because the value of sig. $0.000 < 0.05$. So it can be concluded that the hypothesis (H1) is accepted in other words Transformational Leadership Style, Compensation, and Motivation simultaneously affect Employee Performance at Helsa Jatirahayu Hospital Bekasi.

IV. CONCLUSION

Based on the results of the research and discussion, the researcher can draw some conclusions as follows:

- 1) The simultaneous effect of compensation and leadership on employee performance and motivation as an intervening variable shows a positive influence whereas compensation and leadership have a strong effect on performance through motivation.
- 2) The partial effect of compensation has a positive and significant effect on employee motivation.
- 3) The partial effect of Transformational Leadership Style on motivation has a positive and significant effect.
- 4) The partial effect of compensation has a positive and significant effect on performance.
- 5) The partial effect of transformational leadership style on performance has a positive and significant effect.
- 6) The partial effect of work motivation on performance has a positive and significant effect.

A. Managerial Implications

Based on the research results that have been obtained, the efforts that can be made by the hospital leadership include:

1) Variable Performance (Y)

Transparency is an important part of the work culture of many companies today. This is driven by the changing structure of the world of work where employees are always seeking knowledge, clarity, and trust from their employers. This fact is equipped with advanced technology that allows easy access to existing facts and opinions about job details that were previously only reserved for certain circles. Transparency can be friend or foe, depending on how far you go and how you handle it.

The success of a team in achieving company goals cannot be separated from well-directed planning, organizing, leading, and controlling system. But apart from that, there are other things that are starting to be forgotten, namely work culture. This work culture will greatly affect the productivity and performance of a team. One of the work cultures that must exist in every team and its members is transparency. Why is this transparency so important? Because it is through openness that all team members can trust each other, not feel suspicious, and stay away from all negative perceptions among team members. This is important because building trust between each team member is not easy. When transparency is able to form a sense of trust and positive perception within the team, then the performance will be

more closely synergized and of course, the results will be more satisfying.

B. Suggestions

From the results of the analysis and conclusions, the researcher submits suggestions, among others:

1) Employee performance

The leader conducts monitoring and evaluation of the performance of subordinates on a regular basis and, Leaders provide guidance to subordinates or staff, teamwork by means of limited evaluation meetings and, the leader makes a performance appraisal.

2) Transformational Leadership Style

Leaders provide open opportunities in terms of self-potential and career for employees and,

The leadership is open to providing input on the hospital's shortcomings in staff assessment.

3) Compensation

Leaders review the payroll system, adjusted through education, years of service, certification and work units and, management provides non-financial facilities.

4) Motivation

Management supports employees in self-development by allowing for education and training and, objectively assessing outstanding employees by giving rewards.

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