The Effect Of Transformational Leadership Style, Work Discipline, Compensation And Work Environment On Employee Performance (Study On Employees Of The National Land Agency Office Of Pemalang Regency)

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ABSTRACT

This study aims to determine the effect of transformational leadership style, work discipline, compensation and work environment on the performance of employees of the Pemalang Regency National Land Agency Office.The sample used in this research isemployee of the Office of the National Land Agency of Pemalang Regencyas many as 104 respondents using census techniques.Data obtained from respondents with research instruments using a questionnaire. The analysis technique used in this study is multiple regression analysis. Based on the analysis results show that simultaneouslytransformational leadership style, work discipline, compensation and work environmentsignificant effect on employee performance. For partial test, variabletransformational leadership stylepositive and significant effect on employee performance, work discipline variable has no effect on employee performance, compensation variable has positive and significant effect on employee performance and work environment variable has positive and significant effect on employee performance.

Keywords: Transformational Leadership Style, Work Discipline, Compensation, Work Environment

1. Introduction

Human resources (HR) is one of the important organizational assets that can drive other resources. Currently, many organizations have realized the importance of maintaining human resources. The current era of globalization has made significant changes in various sectors, as the times progress, the demands for fulfilling various community needs, especially in bureaucratic institutions, are increasing. There are many people who still complain about the quality of services provided by public service agencies.

The National Land Agency (BPN) is a non-departmental government agency under the Ministry of Agrarian Affairs and Spatial Planning which is fully responsible for the land sector. The Pemalang Regency National Land Agency is one of the many National Land Agency offices located in sectoral areas so that it is fully responsible for the Pemalang Regency area. The Pemalang Regency National Land Agency as a BPN public service institution still has many people complaining about the quality of the services provided. In fact, land certificate services have a strategic meaning for the benefit of the community, especially in the context of providing guarantees of legal certainty and legal protection for a parcel of land.

According to Mangkunegara (2017) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. However, in practice there are still many employees who neglect their obligation to provide services to

the community which makes the organization's performance considered not good. There are various factors that affect employee performance, namely leadership style, work discipline, compensation and work environment.According toRobbins in Permadiet al. (2018)there are six indicators of employee performance namely: quality, quantity, timeliness, effectiveness, independence and desire to develop.

In achieving organizational goals, the role of leadership is decisive.According to Robbins (2016) there is a theory related to leadership, namelyPath Goal Theory. This theory was developed by Robert House who explained that the leader's job is to help subordinates achieve goals and provide the direction or support needed so that their goals match the overall goals of the group or organization. One of them is the transformational leadership style. Transformational leadership style is a leadership style that is not only limited to work relations, but rather leads to providing motivation, attention to individual needs, and others that lead to respect for employees as human beings who have human rights (Ghani, 2020) .

In addition to the transformational leadership style, the factors that influence employee performance are work discipline. According to Hasibuan (2017) work discipline is awareness of one's willingness to comply with all applicable company regulations and social norms in order to increase employee persistence in achieving company/organizational goals. Not only transformational leadership styles and work discipline, compensation can also affect employee performance. Compensation is related to the theory of justice put forward by Zalesnik (1958) and then developed by Adams, JSwhich explains the process of an individual being satisfied or notover a situation depends on feelings of fairness (equity) or unfairness (inequity).According to Hasibuan (2017) compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. This means that the organization will provide compensation for the services of employees involved in realizing organizational goals.

In addition to compensation, the factors that influence employee performance are the work environment. According to Widodo in W. Andriani & Widyanti (2020) the work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks.

2. Research methods

In this study, researchers used a type of quantitative research with census techniques. The population in this study were all employees of the Pemalang Regency Land Agency Office with 104 employees.The sample in this study amounted to 104 employees. This research data collection method by using a questionnaire.

3. Results And Discussion
Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is declared valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2018).In this study, the results obtained were that the r calculated value of all statement items was greater than the r table (0.1662).Based on the results of the validity test, it was found

that all variables had a value of r count > r table. The test results showed that the research instrument was a valid variable.

Reliability Test

According to Ghozali (2018) reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. According to Ghozali (2018) the respondent's answer to this question is said to be reliable if it gives a Cronbach Alpha value > 0.70

Table 1.5 Reliability Test Results

Variable	Cronbanch's Alpha	reliable	Information
Transformational Leadership Style	0.888	0.70	Reliable
Work discipline	0.879	0.70	Reliable
Compensation	0.829	0.70	Reliable
Work environment	0.808	0.70	Reliable
Performance	0.883	0.70	Reliable

Based on the reliability test, the Cronbach's Alpha value for each variable is greater than 0.70 which indicates that the indicators used in the questionnaire statements for each variable are said to be reliable.

CLASSIC ASSUMPTION TEST
Normality test

Normality testaims to test whether in the regression model, confounding or residual variables have a normal distribution. The statistical test that will be used is the non-parametric Kolmogorov-Smirnov (KS) statistical test. If significant > 0.05 then the variable is normally distributed.

Table: 1.6 Normality Test

	Unstandardized Residuals	Information
N	104	
Asymp. Sig. (2-tailed)	0.082	Normal

Based on the SPSS output results of the Kolmogrov Smirnov test above, the Asymp. Sig is 0.82, this value fulfills the requirements of sig. (p) > 0.05 (level of significance). This means that the residual data is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables Ghozali (2018). The cut off value that is commonly used to indicate the presence of multicollinearity is the Tolerance value <0.10 or the same as the VIF value >10.

Table 1.7 Multicollinearity Test Results

Variable	tolerance	VIF
Transformational Leadership Style	0.478	2,092
Work discipline	0.764	1.309
Compensation	0.611	1,638
Work environment	0.434	2,306

Table 1.7 above shows that the tolerance value for each variable is not below 0.10. Likewise with the VIF values of the four variables below 10. Based on these data, this study is free from multicollinearity assumptions.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another (Ghozali, 2018). The problem of heteroscedasticity in the regression equation model is carried out using the Sperman Rho method, namely by means ofcorrelate independent variables with their residuals, so that it can be seen whether there is a 5% degree of confidence.

Table 1.8 Heteroscedasticity Test Results

Correlations

			Gaya Kepemimpinan Transformasional	Disiplin Kerja	Kompensasi	Lingkungan Kerja	Unstandardized Residual
Spearman's rho	Gaya Kepemimpinan Transformasional	Correlation Coefficient	1.000	.469**	.538**	.712**	.085
		Sig. (2-tailed)	.	.000	.000	.000	.393
		N	104	104	104	104	104
	Disiplin Kerja	Correlation Coefficient	.469**	1.000	.329**	.491**	.075
		Sig. (2-tailed)	.000	.	.001	.000	.448
		N	104	104	104	104	104
	Kompensasi	Correlation Coefficient	.538**	.329**	1.000	.634**	.028
		Sig. (2-tailed)	.000	.001	.	.000	.777
		N	104	104	104	104	104
	Lingkungan Kerja	Correlation Coefficient	.712**	.491**	.634**	1.000	.106
		Sig. (2-tailed)	.000	.000	.000	.	.282
		N	104	104	104	104	104
	Unstandardized Residual	Correlation Coefficient	.085	.075	.028	.106	1.000
		Sig. (2-tailed)	.393	.448	.777	.282	.
		N	104	104	104	104	104

**. Correlation is significant at the 0.01 level (2-tailed).

The sig value of each variable is more than 0.05. It can be concluded that the data from this study are free from symptoms of heteroscedasticity.

DATA ANALYSIS TEST
Multiple Linear Regression Test

Multiple regression analysis is used to analyze the effect of several independent variables on the dependent variable together.

Table: 1.9 Multiple Linear Regression Test
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	.959	.395		2,428	.017
	Transformational Leadership Style	.221	.104	.227	2,121	.036
	Work Discipline	.141	086	.140	1,648	.102
	Compensation	.168	071	.225	2,369	.020
	Work environment	.232	.107	.244	2,170	032

a. Dependent Variable: Employee Performance

Based on the resultsanalysisthe regression above, the regression equation can be arranged as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$
$$Y = 0{,}959 + 0{,}221.X_1 + 0{,}141.X_2 + 0{,}168.X_3 + 0{,}232.X_4$$

The regression equation above can be explained as follows:

α = constant value indicates a value of 0.959 stating that the transformational leadership style, work discipline, compensation and work environment are zero or there is no change so that employee performance is 0.959 units.

β_1 = The regression coefficient value of the transformational leadership style variable shows a positive value of 0.221 stating that each increase in the transformational leadership style by one unit causes employee performance to increase by 0.221 units assuming other variables are constant.

β_2 = The regression coefficient value of the work discipline variable shows a positive value of 0.141 that every one unit increase in work discipline causes employee performance to increase by 0.141 units assuming other variables remain the same.

β_3 = The regression coefficient value of the compensation variable shows a positive value of 0.168 indicating that each increaseone unit compensation causes employee performance to increase by 0.168 units assuming other variables are constant.

β_4 = The regression coefficient value of the work environment variable shows a positive value of 0.232 stating that every one unit increase in the work environment causes employee performance to increase by 0.232 units assuming other variables are constant.

e = Error or residual value.

Based on the results of the regression equation analysis above, it can be concluded that the variable that has the most influence on employee performance is the work environment because the β value of the work environment is the greatest, which is equal to 0.232.

MODEL FIT TEST
Determination Coefficient Test

The coefficient of determination (Adjusted R^2) is used to measure how far the model's ability to explain the variation of the dependent variable.

Table 1.10 Results of the Coefficient of Determination

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.675a	.456	.434	.30517

Based on table 1.10 above, it can be seen that the Adjusted R Square value of the regression model formed in this study is 0.434 which indicates the ability of the independent variables of transformational leadership style, work discipline, compensation and work environment in explaining the dependent variable (employee performance) is 43.4 %, the remaining 56.6% is explained by other variables not included in the model.

HYPOTHESIS TESTING
F test

Testing the hypothesis with the F test (Simultaneous) in this study states that financial socialization, financial literacy, peers and self-control have a significant effect on saving behavior.

Table 1.11 Test F

Model	F	Sig.
Regression	20,776	0.000

The first hypothesis is carried out to test whether the transformational leadership style, work discipline, compensation and work environment simultaneously influence employee performance. Based on the results of table 1.11, the Fcount value is 20.776 and the F table is 2.46. Because F count > F table and the significance value is smaller than the significance level (0.000 <0.05), the first hypothesis is accepted, meaning that transformational leadership style, work discipline, compensation and work environment simultaneously influence employee performance.

T test

T-test is used to test whether the independent variable has a partial effect on the dependent variable.

Table 1.12 Statistical Test T

Variable	B	t -calculated significance	t-table	Sig
Transformational leadership style	.227	2,121	1.66039	.036
Work discipline	.140	1,648	1.66039	.102
Compensation	.225	2,369	1.66039	.020
Work environment	.244	2,170	1.66039	032

a. The second hypothesis was carried out to test whether the transformational leadership style has a positive and significant effect on employee performance, the transformational leadership style variable has a tcount of 2.121 while the ttable is 1.66039 while a significant value of 0.036 is less than 0.05. Because the value of tcount> ttable (2.121> 0.036) means that partially there is a positive and significant influence between transformational leadership style on employee performance, so that Ha is accepted and Ho is rejected.The results of this study are in line with research conducted byPradita et al. (2021); Gani (2020); Putra et al. (2019), Kusuma & Rahardja (2018); Widayati et al. (2017) proved that the transformational leadership style has a positive and significant effect on employee performance

b. The third hypothesis is carried out to test whether work discipline has a positive and significant effect on employee performance, the work discipline variable has a tcount of 1.648 while the ttable is 1.66039 while a significant value of 0.102 is more than 0.05. Because the value of tcount < ttable (1.648 <1.66039) means that work discipline does not partially affect employee performance, so Ha is rejected and Ho is accepted.The results of this study are in linewith the research resultsdone by Bawelle & Sepang, (2016) Kumarawati et al., (2017),Sanjaya, (2019)and Mufida et al., (2021) that work discipline has no effect on performance

c. The fourth hypothesis is carried out to test whether compensation has a positive and significant effect on employee performance, the compensation variable has a tcount of 2.369 while the ttable is 1.66039 while a significant value of 0.020 is less than 0.05. Because the value of tcount> ttable (2.369 > 1.66039) means that partially there is a positive and significant influence between compensation on employee performance, so that Ha is accepted and Ho is rejected. The results of this study are in line with researchRini Astuti & Suhendri (2020); Sinaga & Hidayat (2020);Mulyapradana et al. (2020); Noviyanti & Ramadan (2021); Shafa & Sulastri (2021) that compensation has a positive and significant effect on employee performance.

d. The fifth hypothesis is carried out to test whether the work environment has a positive and significant effect on employee performance, the work environment variable has a tcount of 2.170 while the ttable is 1.66039 while a significant value of 0.032 is less than 0.05. Because the value of tcount> ttable (2.170 > 1.66039) means that partially there is a positive and significant influence between the work environment on employee performance, so that Ha is accepted and Ho is rejected. The results of this study are in line with the results of research conducted byAdha et al. (2019); Tangkawarouw et al. (2019); and Sulistiawan

et al. (2018) Whichproves that the work environment has a positive and significant effect on employee performance.

4. Conclusions and Recommendations

Based on the data analysis and discussion that has been carried out, the following conclusions can be drawn:

a. The influence of transformational leadership style, work discipline, compensation and work environment simultaneously have a significant effect on employee performance. That the higher the transformational leadership style, work discipline, compensation and work environment, the higher the performance of the employees of the Pemalang Regency National Land Agency Office.

b. Transformational leadership style has a positive and significant effect on employee performance. That the higher the transformational leadership style felt by employees, the higher the performance.

c. Work discipline has no effect on employee performance. This shows that work discipline has no impact on employee performance at the Pemalang Regency National Land Agency Office. Employee performance is not disturbed and can still run well even though work discipline has no effect, but the supporting factors of work discipline still need to be considered.

d. Compensation has a positive and significant effect on employee performance. That the higher the compensation received by employees, the higher their performance will also be.

e. The work environment has a positive and significant effect on employee performance. That the more comfortable the work environment is, the better the performance will be.For the Office of the National Land Agency it is advisable to maintain and provide support to its subordinates and maintain discipline in complying with applicable regulations supported by the provision of supportive compensation and a comfortable work environment. Some suggestions that can be considered in future research are increasing the number of samples and reviewing them by adding variables that affect employee performance such as work motivation, organizational culture, commitment, job satisfaction and others.

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