

The Influence of Transformational Leadership Style on Motivation and Job Satisfaction of Employees of BPJS Ketenagakerjaan in Central Java and DIY

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ABSTRACT

This study aims to determine the effect of transformational leadership style on work motivation and employee job satisfaction. The population in this study were all employees of BPJS Ketenagakerjaan in Purwokerto, Cilacap, and Semarang Majapahit. The sample selection is based on simple random sampling method. The data used in this study were analyzed using regression analysis. The results showed that there was an effect of transformational leadership on employee motivation, but there was no effect of transformational leadership on employee job satisfaction.

Keywords: transformational leadership style, employee work motivation, employee job satisfaction

1. Introduction

Today, in the era of global competition, an organization faces various challenges in order to maintain its existence. Leaders in an organization play an important role in maintaining and achieving organizational goals. The definition of organization is a group of people who want to achieve certain goals. Leadership according to Yukl (2013) is a process when someone is authorized by an organization to guide, organize, facilitate activities and relationships within the organization.

Every leader has different behaviors to become an effective leader in the organization. According to Yukl (2013) there are several leadership styles to achieve organizational effectiveness, namely task-oriented leaders, relationship-oriented leaders, and change-oriented leaders. Task-oriented leaders tend to look for ways to accomplish tasks in the organization effectively and efficiently. Relationship-oriented leaders will focus on increasing mutual trust, cooperation, job satisfaction in organizational groups. Meanwhile, change-oriented leaders will look for innovative ways to adapt to the environment, and implement major changes in strategy, product or process. Other leadership styles are transactional leadership styles and transformational leadership styles. Transformational leadership style focuses on leaders who motivate their subordinates to do their job well and prioritize work interests over personal interests, while transactional leadership styles apply a reward and punishment system to subordinates to motivate them to achieve organizational targets.

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Organizational performance according to Singh, et.al. (2019) relates to three areas of the organization, namely organizational financial performance, organizational marketing performance, and returns to organizational shareholders. According to Alaarj (2016) organizational performance is the level of achievement of the organization which can be measured by financial and non-financial indicators.

BPJS Ketenagakerjaan is a Public Legal Entity established by the government based on UUD RI 24 years 2011 concerning Social Security Administering Bodies. BPJS Ketenagakerjaan aims to realize the implementation of the guarantee of the fulfillment of the basic needs of a decent life for each Participant and / or their family members. BPJS Ketenagakerjaan provides 4 Social Security programs, namely the “Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua, and Jaminan Pensiun”. The Employment Social Security Program aims to protect formal and informal workers in Indonesia.

As a public legal entity in the government sector, BPJS Ketenagakerjaan operates under the laws of the Republic of Indonesia. A leader in a government agency must follow the vision and mission of the organization and find it difficult to act outside of that vision and mission. BPJS Ketenagakerjaan has 121 Branch Offices and 203 Pioneer Branch Offices.

BPJS Ketenagakerjaan applies an employee transfer system between work units. Leaders at BPJS Ketenagakerjaan Branch Offices experience transfers or work units more frequently than employees who do not have structural positions. According to BPJS Ketenagakerjaan KPI data at the Purwokerto Branch Office in 2018, the Purwokerto Branch Office KPI was 94.68 and was ranked first in the class of Pratama A branch offices throughout Central Java and Yogyakarta. In 2019, there was a change in the head of the BPJS Ketenagakerjaan branch office in Purwokerto and according to the BPJS Ketenagakerjaan KPI data for the Purwokerto Branch Office in 2019, the Purwokerto Branch Office KPI was 85.33 and was ranked third in the Class B Intermediate branch office in Central Java and DIY.

According to the results of research by Tucunan, et.al (2014) entitled *The Influence of Transformational Leadership on Employee Motivation and Performance (Case Study at PT. Pandawa)*. The results of the analysis prove that there is a significant and positive influence between transformational leadership on employee performance. Transformational leadership has a significant and positive effect directly on employee performance.

There was a change of branch heads at BPJS Ketenagakerjaan Purwokerto in 2019. Previous branch heads were very much oriented towards KPI targets and exercised control over the achievement of branch office performance, while the current BPJS Ketenagakerjaan Purwokerto branch heads tend to prioritize excellent service to BPJS Ketenagakerjaan participants rather than office performance branch. According to research from Frederick Herzberg in Ackah (2014) factors that can affect employee performance are motivation and job satisfaction. If employee motivation and job satisfaction decrease, there will be a decrease in performance. This study will focus on the influence of the leadership style of the head of the BPJS Ketenagakerjaan branch on the motivation and job satisfaction of BPJS Ketenagakerjaan employees in Central Java and DIY.

2. Literature Review

Putra and Sudibya (2019) research shows that transformational leadership has a positive and significant effect on work motivation. Good transformational leadership is able to encourage or motivate individuals in the company to carry out their duties optimally so that good performance is achieved in accordance with company goals.

The Purwokerto branch office, the Cilacap branch office, and the Semarang Majapahit branch office have different branch heads or leaders. The performance of branch offices in BPJS Ketenagakerjaan is measured based on Key Performance Indicators which consist of several indicators. Indicators to measure the performance of branch offices in BPJS Ketenagakerjaan consist of Strategic Outcomes, Strategic Drivers, and Strategic Resources. Branch office performance is calculated annually and assigned a rating for each branch office. The maximum weighted total for the performance of a branch office in BPJS Ketenagakerjaan is 100. Each year the branch office will be determined to win the 1st, 2nd and 3rd place as measured by the KPI.

There was a change in branch heads at BPJS Ketenagakerjaan in Purwokerto, Cilacap, and Semarang Majapahit in 2019. At the same time, there was a decrease in KPIs in the three branch offices. The decline in branch office performance is shown in Table 1.

Table 1. BPJS Ketenagakerjaan’s KPI Data (Source: BPJS Ketenagakerjaan data for 2018 and 2019)

	KPI 2019	KPI 2018
BPJS Ketenagakerjaan Purwokerto	85,33	123,25
BPJS Ketenagakerjaan Cilacap	85,81	122,64
BPJS Ketenagakerjaan Semarang Majapahit	94,56	111,16

The decline in performance in each company can occur due to various factors. Related research is research by Ackah (2014) entitled *The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana*. Management needs to understand what motivates employees in the work they do, and to determine the effect of motivation on employee performance. Employees who are not motivated can be unproductive at work. Motivation has a good impact on the overall performance of employees in the manufacturing industry in Ghana. A person is intrinsically motivated to carry out an activity when he receives no clear reward except the activity itself according to Deci in Ju (2020).

In addition to employee motivation, job satisfaction can also be a factor in improving performance. Related research is research from Yee, et. al. (2008) entitled *The Impact of Employee Satisfaction on Quality and Profitability in High-Contact Service Industries*. The result of this research is that employee job satisfaction leads to higher service quality and affects customer satisfaction directly. Service quality and customer satisfaction ultimately lead to the company's financial benefits.

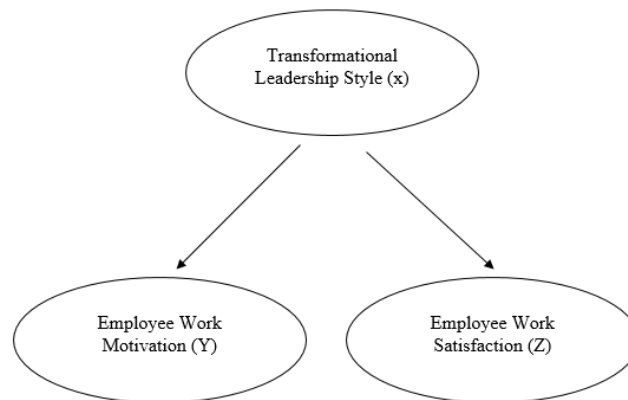
Based on the explanation above, the research hypothesis can be formulated as follows:

H1 : There is an influence of transformational leadership style on work motivation of BPJS Ketenagakerjaan employees in Purwokerto, Cilacap, and Semarang Majapahit.

H2 : There is an influence of transformational leadership style on job satisfaction of BPJS Ketenagakerjaan employees in Purwokerto, Cilacap, and Semarang Majapahit.

Figure 1 shows a research model with two research hypotheses as follows :

Figure 1. Research Model



3. Methodology

The research was conducted on employees of BPJS Ketenagakerjaan Purwokerto, BPJS Ketenagakerjaan Cilacap, and BPJS Ketenagakerjaan Semarang Majapahit. Respondents of 87 employees were counted from the Solvin formula and were selected randomly using simple random sampling techniques. Respondents from the Purwokerto branch office were 36 people, respondents from the Cilacap branch office were 23 people and respondents from the Semarang Majapahit branch office were 28 people. The unit analysis used is the employee. The questionnaire used in this study has a 5-point Likert scale type, where scale 1 is strongly disagree and scale 5 is strongly agree.

The measuring instrument used was adopted from Moon, et.al (2019) to measure transformational leadership style variables, Ju (2020) to measure employee work motivation using intrinsic motivation measurement in the Multidimensional Work Motivation Scale (MWMS), and a questionnaire from Ampofo (2020).) to measure employee job satisfaction. Transformational leadership style as the independent variable, job satisfaction and employee motivation as the dependent variable. Regression test analysis is used to see the influence between transformational leadership style, employee work motivation, and employee job satisfaction.

4. Research Result

4.1 Reliability and validity analysis

The validity test was performed by measuring the bivariate correlation between each indicator score and the total construct score. A construct is said to be valid if the Pearson correlation $> r$ table is 0.2108. Table 2 shows that this model has met the validity test.

Table 2. Validity Test Results

<i>Person Correlation</i>	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11
Transformational Leadership Style (X)	0,515	0,537	0,361	0,587	0,605	0,658	0,468	0,496	0,679	0,681	0,770
	X12	X13	X14	X15	X16	X17	X18	X19	X20	X20	
	0,708	0,727	0,325	0,416	0,661	0,752	0,637	0,604	0,654	0,572	
Employee Work Motivation (Y)	Y1	Y2	Y3								
	0,913	0,917	0,922								
Employee Job Satisfaction (Z)	Z1	Z2	Z3								
	0,688	0,851	0,801								

The principle of measuring reliability uses one shot and measures the correlation between the answers to the questions. A construct is said to be reliable if the Cronbach Alpha $\alpha >> r$ table is 0.2108. Table 3 shows that this model has met the reliability test.

Table 3. Reliability Test Results

	Cronbach's Alpha	N of Items
X	0,905	21
Y	0,930	3
Z	0,669	3

4.2 Classic Assumption Test

4.2.1 Normality Test

The regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follows a diagonal line. Figure 2 shows that the regression model is normally distributed so that it has met the normality test.

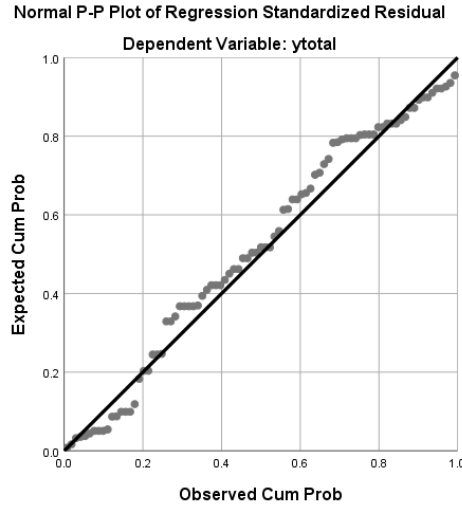


Figure 1. Ordinary Least Square result

4.2.2 Multicollinearity Test

Multicollinearity can be seen from the tolerance value and variance inflation factor (VIF). There is no multicollinearity symptom if the Tolerance value is > 0.10 and the VIF value is < 10 . Table 4 shows that this model has met the multicollinearity test.

Table 4. Multicollinearity Test for Independent Variables

Variabel	Tolerance	VIF
Transformational Leadership Style (x)	1,000	1,000

4.2.3 Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. The basis for decision making in the heteroscedasticity test is if $Sig > 0.05$, there is no heteroscedasticity.

Table 5. Heteroscedasticity Test Results

Variabel	Nilai Sig
X and Y	0,387
X and Z	0,051

4.2.4 Variable Descriptive Analysis

Table 6. Descriptive Analysis of Transformational Leadership Style Variables

	N	Mean	Standard Deviation
BPJS Ketenagakerjaan Purwokerto	36	83,53	8,324
BPJS Ketenagakerjaan Cilacap	23	85,65	7,004
BPJS Ketenagakerjaan Semarang Majapahit	28	87,64	10,439

Table 6 shows that the average value of the highest transformational leadership style, namely the average value of the Semarang Majapahit branch office of 87.64 then the average value of the leadership style of the Cilacap branch office is 85.65, and finally the average value of the style leadership from the Purwokerto branch office of 83.53. The average value of the transformational leadership style is in line with the KPI value of each branch office in 2019. The highest KPI value from the Semarang Majapahit branch office was 94.56 then the KPI value from the Cilacap branch office was 85.81 and from the Purwokerto branch office was 85.33.

Table 7. Descriptive Analysis of Employee Work Motivation Variables

	N	Mean	Standard Deviation
BPJS Ketenagakerjaan Purwokerto	36	12,42	2,075
BPJS Ketenagakerjaan Cilacap	23	12,39	2,210
BPJS Ketenagakerjaan Semarang Majapahit	28	12,71	2,158

Table 7 shows that the highest average employee work motivation value is the average value of the Semarang Majapahit branch office of 12.71 then the average work motivation value of the Purwokerto branch office employees is 12.42, and finally the work motivation of the branch office employees cilacap amounted to 12.39.

Table 8. Descriptive Analysis of Employee Job Satisfaction Variables

	N	Mean	Standard Deviation
BPJS Ketenagakerjaan Purwokerto	36	12,94	1,620
BPJS Ketenagakerjaan Cilacap	23	12,91	2,130
BPJS Ketenagakerjaan Semarang Majapahit	28	13,00	1,886

Table 8 shows that the highest average value of employee job satisfaction, namely the average value of the Semarang Majapahit branch office of 13.00 then the average value of job satisfaction of the Purwokerto branch office employees is 12.94, and finally the job satisfaction of the branch office employees. cilacap amounted to 12.91.

4.3. Linear Regression Analysis

Linear regression test to determine the effect of transformational leadership style (x) with employee work motivation (y) and employee job satisfaction (z) at BPJS Ketenagakerjaan branch offices in Purwokerto, Cilacap, and Semarang Majapahit.

The regression significance value between the transformational leadership style variable and work motivation is $0.006 < 0.05$, so it can be concluded that the variable x affects the variable y. The leadership style of the branch heads at BPJS Ketenagakerjaan at the Purwokerto, Cilacap, and Semarang Majapahit branches has an effect on the work motivation of employees at these branch offices. The regression results indicate that H1 is acceptable.

This is in line with the research of Tucunan et.al (2014) entitled *The Influence of Transformational Leadership on Employee Motivation and Performance (Case Study at PT. Pandawa)*. The results of the analysis prove that there is a significant and positive influence between transformational leadership on employee performance. Transformational leadership has a significant and positive effect directly on employee performance.

The regression significance value between the transformational leadership style variable and employee job satisfaction is $0.544 > 0.05$, so it can be concluded that the variable x has no effect on the variable z. The leadership style of the branch heads at BPJS Ketenagakerjaan at the Purwokerto, Cilacap, and Semarang Majapahit branches has no effect on employee job satisfaction at these branch offices. The regression results indicate that H2 is rejected.

5. Discussion

Branch heads at BPJS Ketenagakerjaan, Purwokerto, Cilacap, and Semarang Majapahit branches have adopted a transformational leadership style when they were leaders in each of these branches. This can be seen from the results of the analysis table 6. The highest average value of transformational leadership style is the average value of the Semarang Majapahit branch office, then is the average value of the Purwokerto branch office, and the lowest average value of the Cilacap branch office. . The average value of the transformational leadership style is in line with the KPI value of each branch office in 2019. The highest KPI value from the Semarang Majapahit

branch office was 94.56 then the KPI value from the Cilacap branch office was 85.81 and from the Purwokerto branch office was 85.33.

Employee motivation at BPJS Ketenagakerjaan in Purwokerto, Cilacap, and Semarang Majapahit is measured based on the employees' intrinsic motivation. Intrinsic motivation includes employees who like to do their work and work that is done by attractive employees.

When branch heads at BPJS Ketenagakerjaan, Purwokerto, Cilacap, and Semarang Majapahit branches have adopted a transformational leadership style, among others, leaders can help find meaning in employee work, leaders can provide an interesting picture of what employees can do, and leaders can appreciate employee work. then employees will feel happy in carrying out their work.

McNamara in Paracha, et. al. (2012) define job satisfaction as a person's feelings or conditions related to their job. Job satisfaction can be influenced by various factors, namely the quality of the employee's relationship with their superiors, the quality of the physical environment where they work, and the level of fulfillment of job requirements. The results showed that transformational leadership style had no effect on employee job satisfaction. This can happen because employees at BPJS Ketenagakerjaan in Purwokerto, Cilacap, and Semarang Majapahit are satisfied with their jobs at BPJS Ketenagakerjaan as a whole. BPJS Ketenagakerjaan has provided adequate facilities for its employees in terms of salary, career path, benefits, health insurance, and other facilities so that employees feel comfortable while working.

6. Conclusion

Based on the results of this study, it can be seen that there is an influence of transformational leadership style on employee motivation at BPJS Ketenagakerjaan at the Purwokerto, Cilacap, and Semarang Majapahit branch offices. The results also show that there is no effect of transformational leadership style on employee job satisfaction. This research can be useful for BPJS Ketenagakerjaan to be able to apply transformational leadership styles for leaders in each branch because transformational leadership styles will increase work motivation and improve performance.

The limitation of this research is that the object of research is only carried out for 3 branch offices in BPJS Ketenagakerjaan, Central Java & DIY. Further research is suggested to carry out a broader analysis of the research object and use other variables to analyze the influence of transformational leadership styles.

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