The Influence of Transformational Leadership, Competence, and Compensation on Performance with Work Motivation as Intervening Variables: Case Study of PNM Mekaar Region Bogor

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Abstract:- This Research's purpose was to find out and analyze the influence of transformational leadership, competencies and compensation on PNM Mekaar Bogor Region's employee performance with work motivation as intervening variable. This study uses primary data form questionnaire that respondents answered. Analysis method used in this study is Structural Equation Model (SEM) using AMOS applicaton. The study shows that competence, compensation, transformational leadership and motivation has significant and positive influence on PNM Mekaar Bogor Employee Performance. Work Motivation also partially mediating the impact of competencies, compensation, and also transformational leadership on performance. This study can be used by company to analyze their employee performance in order to produce satisfactory performance.

Keywords:- Transformational Leadership, Competencies, Compensation, Employee Performance, Work Motivation.

I. INTRODUCTION

Indonesia's economic condition has been unstable due to the Covid-19 pandemic since March 2020, the role of PNM Mekaar is very important to revive the economy in Indonesia through increasing MSMEs. The company's performance from PNM Mekaar must be maintained in meeting the current financing needs of MSMEs in Indonesia. PNM Mekaar customers make payments by attending weekly group meetings, where 10-30 customers gather in one agreed place and make regular installments. Risk mitigation from the financing carried out by PNM Mekaar is a joint responsibility system that requires a group of customers to pay the installments of one member if that member is unable to pay the installments. The weekly meeting and joint responsibility system will be constrained by the social restrictions imposed during the Covid-19 pandemic. PNM Mekaar has implemented a health protocol that causes weekly meetings between customers and officers to be held only once a month. In addition, PNM Mekaar must also provide tolerance for customers who do not want to attend this weekly meeting due to the risk of being exposed to Covid-19. Performance management is about how performance is managed to achieve success (Wibowo, 2017). This performance management covers all organizational activities where performance management includes adjusting the goals of individuals, teams, to organizations. This adjustment of individual and organizational goals shows that in managing organizational performance, what is needed is managing the performance of each individual who is part of the organization. When this individual goal adjustment occurs, performance becomes the responsibility of each individual to the job. Wibowo (2017) Says that in achieving organizational goals, a strong foundation is needed such as competence, leadership, workers' compensation and organizational culture.

Mangkunegara (2011) says that competence is a basic characteristic of a person which is a determining factor for a person's success or failure in doing a job. Competence is the ability of a person or individual to perform various tasks in a job (Pratiwi, 2016). Competence can affect an employee's performance because good performance will be generated by the employee's competence at work. PNM Mekaar's operational activities require the ability and competence of employees in communicating with customers, selling products and understanding the strategies provided by the company. If employees do not have sufficient competence in carrying out their duties, the expected performance will not be realized. Compensation is something that employees receive as a substitute for employee contributions or services to the company. With compensation, employees will have a goal to make a positive contribution to the company by maintaining their performance. PNM Mekaar must also provide appropriate compensation to employees so that optimal performance can be achieved. If the compensation given is not appropriate then employee motivation will be reduced and employees will not get job satisfaction from their work. In addition to these three factors, in dealing with the changes that must be implemented due to Covid-19, executives in the company must have a high level of transformational leadership.

Luthans in Asbari et al (2020) argues that transformational leadership is the ability of leaders who are able to influence or change the desires of their followers, increase their morale, and motivate them to do their best in achieving organizational goals, not because they are forced but because they are willing to do it. In the changes that continue to occur during the Covid-19 period, this ability is very important

to maintain the performance of employees who continue to accept policy changes. This also applies to PNM Mekaar employees where business processes are always changing following the current pandemic conditions, causing employees to be able to accept new policies from the company in running their business. Supervisors with transformational leadership traits are needed in order to encourage all employees to always be adaptive to existing changes. The performance of each employee, in the case of PNM Mekaar is customer management, quality maintenance, and customer growth are very important for an organization. High employee performance has a positive effect on company performance, especially for PNM Mekaar which has many employees and is engaged in the service sector. Factors that affect employee performance include compensation, competence and work motivation coupled with transformational leadership. Employee competence affects the ability of employees to carry out the tasks assigned by the company. The amount of compensation is a form of company appreciation for employees so that it affects the loyalty of the employees themselves. Work motivation encourages employees to contribute to the company by carrying out the assigned tasks. Meanwhile, transformational leadership will help employees to deal with changes made by the company in the face of the Covid-19 pandemic. Employee performance that occurs at PT. PNM Mekaar is a problem that is quite important considering the company's targets that must be achieved even in the case of the COVID-19 pandemic. Analysis of the performance of the employee concerned needs to be investigated so that the company can find out the cause of the increase or decrease in the performance of employees working at PT. PNM Mekaar. The Bogor Region itself was chosen by the author because the Bogor Region is often the piloting area for policies from the Mekaar PNM Head Office, and also the Bogor Region is an area that has experienced a decline in achievements due to the Covid-19 Pandemic. Based on previous research that has been described, there are inconsistencies in the results on variables related to employee performance

II. LITERATURE REVIEW

A. *Employee performance*

Performance is something that is obtained by an organization that is achieved in a period of time (Anam, 2018). Darso (2016) also suggests that performance is the level of success of a person or institution in carrying out their work. In the context of employee performance, what is meant by employee performance is the results obtained by employees within a certain period of time. Other studies also suggest the same thing, such as Rosmaini (2019) stating that performance is a comparison of the work achieved by employees with predetermined standards. Rosmaini also argues that performance is the result achieved by a person in quality and quantity in accordance with the responsibilities given to that person. Based on some of the definitions of performance above, it can be concluded that employee performance is the result of work done by employees in quantity and quality within a certain period of time. The results of the work done by employees come from the employee's behavior when working. Behavior is how a person acts. Stuart-Kotze (2006) states that the thing that affects performance is behavior - what is done

and does not depend on the nature possessed. Actions taken at the right time will lead to good performance for employees. The behavior of employees in the work environment is what determines how the performance is produced by the employee. Behavior itself is often influenced by various things that happen to an individual and in this case employees. In this study, the things that are considered to influence the behavior of employees are their competence, compensation provided by the company, transformational leadership possessed by superiors and also their motivation. And to keep things that affect the performance, it is necessary to have performance management carried out by the company.

B. *Compensation*

Compensation is the overall remuneration received by employees as remuneration for carrying out work in the organization in the form of money or other, which can be in the form of salaries, wages, bonuses, incentives, and allowances, such as health benefits, holiday allowances, meal allowances, leave, and others (Rachmawati, 2008). Compensation in this case is the main attraction of a job, so in this study it will be a variable that affects the performance of an employee. The company must be able to provide compensation in accordance with the work portion of an employee so that the results achieved are in accordance with the company's vision and mission.

There are two types of compensation, namely direct and indirect compensation. Direct compensation is compensation that is directly received by employees such as salaries and bonuses provided by the company. Indirect compensation is the company's remuneration for employees that are not given directly such as allowances. This study will measure the level of employee satisfaction with the compensation provided. A healthy salary level policy can achieve three goals, namely: attracting an adequate supply of labor, keeping current employees satisfied with their compensation levels, and avoiding costly employee turnover (Kadarsiman, 2012).

C. *Competence*

As a company with a high intensity of interaction with consumers, the work ability of PNM Mekaar employees must be reliable. Wibowo (2017) argues that competence is an ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude required by the job. Competence in the scope of work becomes the standard of professionalism of employees when doing work. In this case, these competencies include all aspects of ability when doing work such as communication, work attitude, managerial, and others.

There are four types of competencies, namely intellectual competence, cognitive competence, physical competence and emotional competence (Pratiwi, 2016). Intellectual competence is a person's ability to carry out mental or thinking activities. This intellectual competence includes the ability to count, verbal ability, reasoning ability and memory. Cognitive competence is the ability related to the application of knowledge in problem solving. This cognitive competence includes the ability to express opinions, the ability to solve problems. Physical competence is an ability related to a

person's physical ability. Emotional competence is related to controlling one's emotions when faced with problems.

All PNM Mekaar employees have passed a competency test during the human resource recruitment process. The competency test creates a competency standard that all PNM Mekaar employees must possess. The higher the competency value obtained by the prospective employee, the greater the possibility that the prospective employee will be accepted as an employee at PNM Mekaar. This is because if someone has high competence, then based on the explanation above that person will have a satisfactory performance. So that the level of competence has a positive influence on employee performance.

D. Transformational leadership

Leadership is a process of social interaction to influence subordinates or groups to work together to achieve organizational or group goals (Daulay, 2017). Because the process involves an element of influence, this leadership must involve other people. In addition, leadership also involves an activity in achieving organizational or group goals. Transformational in this concept is defined as change, where the leadership in question can change the other people he leads to achieve a certain goal. Bass in Adinata (2015) said that transformational leadership is the ability of leaders to change the work environment, work motivation, and work patterns, and work values perceived by subordinates so that they are better able to optimize performance to achieve organizational goals. Kharis (2015) argues that transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities. From the two opinions above, it can be concluded that transformational leadership is a leadership style that is able to change the people it leads. In the case of PNM Mekaar in 2020, the nature of this transformational leader will be needed in the existing financing process due to the many changes in the situation due to Covid-19.

E. Work motivation

Siswanto in Bahri and Nisa (2017) argues that motivation is a mental and psychological state of humans that provides energy, encourages activities and directs or channels behavior to achieve needs that provide satisfaction or reduce imbalances. The motivation referred to in this paper is the motivation or desire of the employee to work at PNM Mekaar. Work motivation of employees will be measured in this paper.

Mangkunegara (in Pratiwi, 2016) explains the satisfaction theory which is divided into three theories, namely Abraham H Maslow's Hierarchy of Needs Theory, David McLelland's Theory, and ERG Theory. Abraham H Maslow argued that employee needs are identical with biological and psychological needs, namely material and non-material needs. This theory also suggests that humans have various desires and always want better things. The needs referred to in this theory include, physiological needs which include physical needs. Safety needs which include the need for physical safety and protection from physical or emotional harm. Social needs which include the need for affection and the need to interact with other human beings. Self-esteem needs which explain that humans have a need to be respected by others. And the need for self-

actualization which explains that humans need to use their abilities and potential. In contrast to Maslow's theory, David McLelland suggests that satisfaction motivation theory divides human desires into three things. The first thing is the need for achievement, namely the need to have achievements that cause people to want to do better jobs than before. The second is the Need for Affiliation, namely the need to interact with other people. The last is the Need for Power, namely the human need to have authority or power over others. Meanwhile, Alferder explains the ERG theory (Existence, Relatedness, Growth) which explains that there are 3 basic needs, namely existence needs, interpersonal needs and development needs.

F. Theoritical Framework

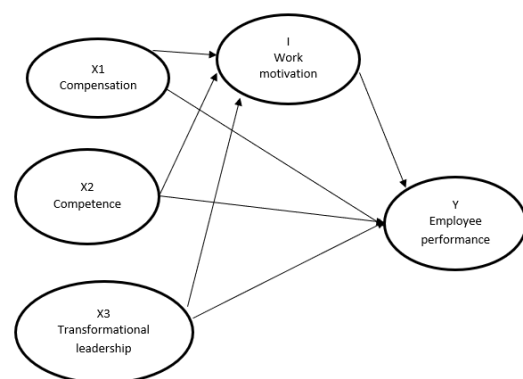Based on these theory above, it could be described a theoritical framework for these titles as follows:

Fig 1: -Theoritical Framework

G. Hypothesis

The hypothesis of this cases that could be seen as in follows:

- H_1: Competence has a positive and significant effect on the performance of employees of PNM Mekaar Region Bogor.
- H_2: Compensation has a positive and significant effect on the performance of employees of PNM Mekaar Region Bogor.
- H_3: Transformational leadership has a positive and significant effect on employee performance at PNM Mekaar Region Bogor.
- H_4: Motivation has a positive and significant effect on the performance of PNM Mekaar employees, Bogor Region.
- H_5: Work motivation partially mediates the effect of competence on employee performance at PNM Mekaar Region Bogor.
- H_6: Work motivation partially mediates the effect of transformational leadership on employee performance at PNM Mekaar Region Bogor.
- H_7: Work motivation partially mediates the effect of compensation on employee performance at PNM Mekaar Region Bogor

III. METHODOLOGY

The performance variable in this study was used as the dependent variable. This variable was chosen because the performance of PNM Mekaar's employees, amounting to more

than 30,000 employees, is the main factor in the company's performance. The dependent variable that is considered to affect the performance of the employee is competence, compensation, and transformational leadership, while the intervening variable that mediates the dependent variable is work motivation. The individual unit of analysis corresponds to the respondents who are employees of PT. PNM Mekaar Region Bogor. These employees of PNM Mekaar Region Bogor are spread across all PNM Mekaar branches. There are 43 blooming branches in the Bogor Region. Each branch has a working area of 1 sub-district. PNM Mekaar employees are mostly women. PNM Mekaar itself is trying to recruit women aged 18-22 years with a minimum education level of high school or equivalent for the position of Account Officer. The criteria in this sampling technique are employees of PNM Mekaar Region Bogor who already have a minimum work experience of more than 1 year. The data analysis technique used is Structural Equation Modeling (SEM) which will be run using the AMOS (Analysis of Moment Structure) program application. The questionnaire used in this study is a structured and online questionnaire. In filling out the questionnaire, respondents are only allowed to choose one answer provided for each question in the questionnaire.
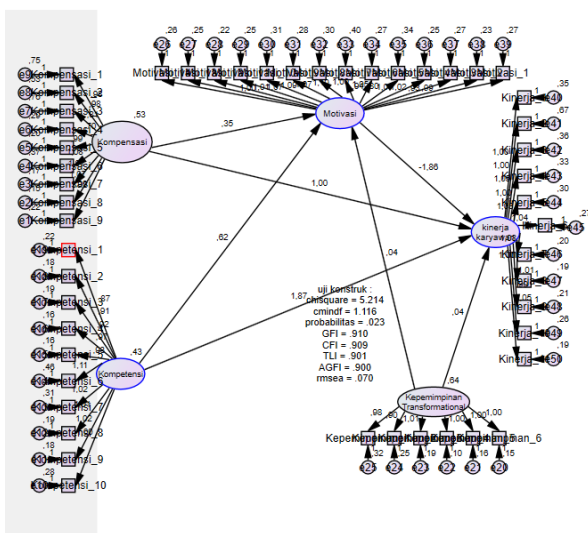

Fig2: - Structural Equation Model

IV. RESULTS AND DISCUSSIONS

A. Validity and Reliability Test

Table 1 shows that all the data in the research questionnaire meet the valid standard, and the measurement result of the stress factor value or the validity coefficient of the standardized stress estimation is 0.05. Therefore, all research indicators can be used as effective data collectors to study problems as research objects.

TABLE 1. VALIDITY TEST RESULTS

Variable	Item	corrected item-total correlation	Informatioan
Competence	Competence_1	.685	Valid
	Competence_2	.634	Valid
	Competence_3	.708	Valid
Compensation	Compensation_1	.568	Valid
	Compensation_2	.611	Valid
	Compensation_3	.504	Valid
Motivation	Motivation_1	.800	Valid
	Motivation_2	.796	Valid
	Motivation_3	.786	Valid
Transformational leadership	TL_1	.722	Valid
	TL _2	.755	Valid
	TL _3	.752	Valid
Employee performance	Ep_1	.783	Valid
	Ep _2	.801	Valid
	Ep _3	.802	Valid
	Ep _11	.746	Valid

The reliability test was carried out using the Cronbach's Alpha technique with a total of 259 samples. A research instrument is declared reliable if the alpha value > 0.60. The results of the reliability test can be seen in table 2.

TABLE 2. RELIABILITY TEST RESULTS

Variabel	Cronbach's Alpha	Information
Competence (X1)	0.66	Reliabel
Compensation (X2)	0.67	Reliabel
Transformational leadership (X3)	0.81	Reliabel
Motivation (Z)	0.83	Reliabel
Employee performance (Y)	0.71	Reliabel

G. Hypothesis Test

Hypothesis testing is done by looking at the C.R (critical ratio) value contained in the Amos 22.0 output table regarding the regression weight shown in table 3. Regression estimation is used as the main reference for testing the hypothesis in this study. The test criteria is to reject H0 if the Critical Value CR is 1.967 or the p-value is less than equal to 0.05

TABLE 3. HYPOTHESIS TESTING

			Estimate	S.E.	C.R.	P	Label
Motivation,Employee performance	←	Compensation	1,517	,650	4,627	***	par_48
Motivation,Employee performance	←	Competence	1,044	,039	2,334	***	par_11
Motivation,Employee performance	←	Transformational leadership	1,068	,054	9,672	***	par_1
Employee performance	←	Compensation	1,012	,053	19,104	***	par_2
Employee performance	←	Compensation	1,076	,067	16,074	***	par_3
Employee performance	←	Transformational leadership	,990	,055	8,034	***	par_4
Employee performance	←	Motivation	,704	,053	3,173	***	par_5

Based on table 3 then the hypothesis test is as follows :

Hypothesis Testing 1
H1: Competence has a positive and significant effect on employee performance at PNM Mekaar Region Bogor. Results for the Bogor region: C.R. of 16.974 > 1.967 and p-value of 0.000 <0.05. Then H1 is accepted so that it can be concluded that Competence has a positive and significant effect on the performance of employees of PNM Mekaar Region Bogor
Hypothesis Testing 2
H2: Compensation has a significant positive effect on employee performance. Results for the Bogor region: C.R. of 19.104 > 1.967 and p value of 0.000 < 0.05. Then H2 is accepted so that it can be concluded: Compensation has a significant positive effect on the performance of employees of PNM Mekaar Region Bogor
Hypothesis Testing 3
H3: Transformational leadership has a significant positive effect on employee performance. Results for the Bogor region: C.R. of 8.034 > 1.967 and p value of 0.000 < 0.05. Then H3 is accepted so that it can be concluded that transformational leadership has a positive and significant effect on the performance of employees of PNM Mekaar Region Bogor
Hypothesis Testing 4
H4: Work motivation has a positive and significant effect on employee performance. Results for the Bogor region: C.R. of 3.173 > 1.967 and p value of 0.000 < 0.05. Then H4 is accepted so that it can be concluded that work motivation has a positive and significant influence on employee performance at PNM Mekaar Region Bogor
Hypothesis Testing 5
H5: Work motivation mediates the effect of transformational leadership on employee performance. Results for the Bogor region: C.R. of 9.672 > 1.967 and p value of 0.000 < 0.05. Then H5 is accepted so that it can be concluded that work motivation is able to mediate the influence of competence on the performance of PNM Mekaar employees, Bogor Region
Hypothesis Testing 6
H6: Work motivation mediates the effect of competence on employee performance. Results for the Bogor region: C.R. of 2,334 > 1,967 and p value of 0.000 < 0.05. Then H6 is accepted so that it can be concluded that work motivation mediates the influence of competence on the performance of employees of PNM Mekaar Region Bogor.
Hypothesis Testing 7
H7: Work motivation mediates the effect of compensation on employee performance. Results for the Bogor region: C.R. of 5.806 > 1.967 and p value of 0.000 < 0.05. Then H7 is accepted so that it can be concluded that work motivation mediates the influence of competence on the performance of employees of PNM Mekaar Region Bogor.

V. CONCLUSSION AND SUGGESTIONS

Conclusion
Based on the results of data analysis and discussion in the previous chapter using the IBM SPSS AMOS 22 program, the following conclusions can be drawn.

The high competence of employees will improve employee performance. the higher the competence of PNM Mekaar employees, the better the employee's performance and vice versa. The positive and significant influence of competence on performance requires PNM to always pay attention to the competence of its employees. The size of the compensation will affect employee performance. The greater the compensation provided by PNM Mekaar will improve employee performance. Leaders with transformational leadership will improve employee performance. The stronger the transformational leadership trait of the leader at PNM Mekaar, the more the employees they lead will be able to produce better performance. High motivation will affect employee performance. Based on research conducted, the greater the motivation of an employee, the better their performance. Motivation is able to be an intervening variable that partially mediates the effect of competence on employee performance. It can be said that competence can affect employee performance positively by being mediated by motivation. The ability possessed by employees in doing their work will increase work motivation or work interest of employees which will improve their performance. Motivation is able to be a variable that partially mediates the effect of compensation on employee performance. This shows that competence can affect performance positively by being mediated by motivational variables. It can be explained that the amount of compensation will increase employee motivation to improve their performance. Motivation can be a variable that partially mediates the effect of transformational leadership on performance. This shows that transformational leadership can affect performance positively and significantly mediated by motivation. It can be explained that the high level of transformational leadership will increase the motivation of employees in doing their work which will improve performance.

Suggestions
Given the significant influence of competence on employee performance, PNM Mekaar is advised to always improve the competence of its employees over time. In addition, selection of employees with appropriate competencies is also an important thing for PNM Mekaar to improve the company's performance standards. The provision of compensation also needs to be increased by PNM Mekaar because compensation also has a positive and significant effect on employee performance. Even though employees feel that they have had enough, in the midst of the COVID-19 pandemic, improving performance is very important and the provision of compensation can improve the performance of each employee. Based on the results of the motivation questionnaire, the strongest motivation value was obtained by PNM Mekaar when working to get more salary and incentives. Therefore, it is recommended for PNM Mekaar to establish an incentive system for employees with good performance.

Transformational leadership has also been shown to have a positive effect on performance so that leadership training for PNM Mekaar employees can also be carried out to improve the performance of PNM Mekaar employees. Communication training can also be done to leaders in PNM because the smallest value on the questionnaire distributed is the attractiveness of the leader when conveying information and this will cause misinformation to subordinates. Online training and video tutorials can be provided considering the large number of employees so that the training remains efficient and effective. Motivation that is able to mediate competence, compensation and transformational leadership on performance also needs to be considered by PNM Mekaar. Maintaining employee motivation in the midst of a pandemic is important to continue to maintain the stability of organizational performance. Motivation can be increased by various things, including satisfying employees in terms of compensation. The encouragement given by the leadership, as well as the development of employee competencies so that they can compete in the world of work.

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