

Analysis Of The Influence Of Leadership Styles, Compensation And Career Level On Employee Motivation And Its Impact With Employee Performance In BPPBJ DKI Jakarta Province

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Abstract—This study aims to determine and analyze the influence of Leadership Style, Compensation and Career Path on Employee Motivation and Its Impact on Employee Performance in in BPPBJ DKI Jakarta Province, using Structural Equation Modeling (SEM) analysis. The results showed that the variables of Leadership Style, Compensation, Career Path, have a positive and real effect on Employee Motivation. Employee Motivation Variable has a positive and real effect on Employee Performance. Compensation variable both directly and indirectly through Employee Motivation has a positive and real effect on Employee Performance. Variable of Leadership Style and Career Path both directly and indirectly through Employee Motivation has a positive and hasn't significant effect on Employee Performance

Keywords—Leadership Style, Compensation, Career Path, Employee Motivation and Employee Performance

I. INTRODUCTION

Background

Human resource is one of the most important aspects and cannot even be separated from an organization, either institution or industry. Human resources are also the key to ensuring the progress of the organization. In essence, human resources in the form of humans who are employed in an organization as pioneers, thinkers and planners to achieve organizational goals. Therefore, every organization is required to optimize the performance of their employees in carrying out their duties.

Goods / Services Procurement Service Agency is an agency that carries out other supporting functions of

government affairs in the form of goods / services procurement services in the DKI Jakarta Provincial government. In the first year it was formed, ULP handled 3,822 procurement packages with 122 human resources. Meanwhile, for the ideal workload, one working group handles 32 procurement packages in one year. Where a working group consists of 3 or 5 or 7 people. This is very unbalanced with the workload that must be completed by employees within a period of 7 (seven) months, namely May to November, resulting in less than optimal performance.

As a form of improving organizational performance, human resources who meet the criteria are recruited, namely employees who have a certificate of basic level procurement of goods / services. However, the fulfillment of the human resources needs of the Goods / Services Procurement Manager is constrained, and it is difficult to fulfill it as needed. Because not many employees are interested in joining and working in the procurement of goods / services. This is due to employee concerns about the risks that must be faced by goods / service providers in the process of selecting providers. Because there are many issues circulating that the procurement of goods / services is vulnerable to intervention, collusion, corruption and nepotism which have an impact on legal issues.

Fulfilling the needs of actors The procurement of goods / services is not only an obstacle in the DKI Jakarta Provincial Government, but also a national problem. The Government Procurement Policy Institute (LKPP) as a supervisory agency has pursued reforms on four pillars to create a professional world of procurement, namely through regulation, human resources, market mechanisms and integrity.

Efforts to improve the quality of professional human resources have been concretized in the form of competency development, providing compensation

according to the workload and risk, and fostering clear career patterns This is expected to increase employee motivation as an encouragement to work and have an impact on improving employee performance.

II. LITERATURE REVIEW

Overview of Empirical Studies

Some of the previous studies related to nurse / employee performance are as follows: Some of the previous studies related to employee performance are as follows:

Rara Aprianti Dewi, S.Tr.MP examined the Effect of Competence, Compensation and Training on Employee Performance at the Secretariat General of the People's Representative Council of the Republic of Indonesia. In this study, the objective is to determine the effect of compensation, leadership style and organizational culture on organizational commitment and its impact on employee performance in the National Cyber and Crypto Agency. The method used is the Structural Equation Model Analysis, with the results of the research that compensation, organizational culture and organizational commitment directly have a positive and significant effect on employee performance. Leadership style does not directly and significantly affect employee performance and compensation variables, style Leadership and organizational culture indirectly through organizational commitment variables have a positive and significant effect on employee performance.

Rijal Alipai 2013 examined the Effect of Compensation and Career Path on Employee Performance at PT. PLN (Persero) Makassar Area Monginsidi Makassar Branch. In this study, the objective is to determine the effect of Compensation and Career Path on Employee Performance at PT. PLN (Persero) Makassar Area Monginsidi Makassar Branch. The method used is Multiple Linear Regression Analysis, with the results of the study that Career Path has a positive and significant effect on employee performance.

Dzirillah Rizki Amalia examined the Effect of Leadership Style on Work Motivation and Employee Performance. In this study, the objective is to determine the effect of leadership style on work motivation and employee performance. The method used is Path Analysis, with the results of the study that work motivation mediates the effect of transactional leadership style on employee performance, and work motivation mediates the effect of transformational leadership style on employee performance.

Indra Kharis examined the Influence of the Influence of Transformational Leadership Style on Employee Performance with Work Motivation as an Intervening Variable. The method used is Path Analysis, with the results of research that Transformational Leadership Style has an indirect effect on Employee Performance through Work Motivation of 0.201.

Faradistia R. Paputungan examined the Effect of Motivation, Career Path and Work Discipline on

Employee Performance at PT. Bank Sulut, Calaca Branch. In this study, the objective is to determine the effect of motivation, career path and work discipline on employee performance at PT. Bank Sulut, Calaca Branch. The method used is Simple Linear Regression Analysis with SPSS, with the results of the research that motivation has an effect on employee performance, career level affects employee performance.

Premise and Hypothesis

Premises

The premises that form several research hypotheses are summarized in the table as follows:

1. Human Resource Management is the activity of managing the relationships and roles of employees (employees) in order to work effectively and efficiently in using their abilities in a professional, responsible, honest and fair manner in order to achieve organizational goals. (Source; Hasibuan (2003), Mathis & Jackson (2012), Sedarmayanti (2010, p. 371)).
2. The leadership style is an activity to influence the thoughts, feelings, actions and change the behavior of others through the communication process in an effort to integrate organizational goals with individual goals. (Source; Flipppo (2014), Rivai and Mulyadi (2011), Davis and Newstrom (1995), Heidjrachman and Husnan (1993)).
3. Compensation is income or incentives in the form of money, goods, either directly or indirectly as a form of appreciation for the performance generated by employees for the company. (Source; Notoadmojo (2003: 153), Hasibuan (2002: 54), Gary Dessler (1997, p. 85), Wearther and Davis (2003: 119)).
4. Career path is the stage of increasing a person's status in a predetermined career path in an organization. (Source; Flipppo (1984: 271), Mondy and Noe (1996), Robins (2006)).
5. Performance is the result of work both in quality and quantity at the right time with a predetermined standard that is achieved by an employee in performing the task in accordance with the responsibilities assigned to him. (Source; Hasibuan (2010), Robin (2002), Riyad (2011), Weiner (1990), Uno (2007), Sargent, Siagian, (2004)).
6. Performance is the result of work both in quality and quantity at the right time with a predetermined standard that is achieved by an employee in performing his duties in accordance with the responsibilities assigned to him. (Source; Robbins (2008), Amstrong (2006), Nawawi (2006), Hasibuan (2006), Murpy and Cleveland (2007: 175), Mangkunagara, (2002: 22)).
7. Employee performance is influenced by several factors, namely compensation, skills, competence,

leadership style, work motivation, physical condition, work safety and security, government policies and the relationship between management and related institutions. (Source; Simamora, (2006: 34), Rivai (2004), Simanjuntak (2001, Stewart (2010) Robbins (2006)).

Research Hypothesis

Based on the formulation of the problem and the research model, the tentative statement on the problem is presented in the hypothesis:

- H1 Leadership Style directly has a positive effect on employee motivation at BPPBJ DKI Jakarta Province. (Permis 1,2,5)
- H2 Compensation directly has a positive effect on Employee Motivation at BPPBJ DKI Jakarta Province. (Permis 1,3,5)
- H3 Career Path has a positive direct effect on employee motivation at BPPBJ DKI Jakarta Province. (Permis 1,4,5)
- H4 Leadership Style directly has a positive effect on Employee Performance at BPPBJ DKI Province Jakarta. (Permis 1,2,6,7)
- H5 Compensation directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province. (Permis1,3, 6,7)
- H6 Career path has a direct positive effect on employee performance. (Permis 1,4, 6,7)
- H7 Employee Motivation directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province. (Permis 5, 6,7)
- H8 Leadership Style indirectly has a positive effect through Employee Motivation on Performance Employees at BPPBJ DKI Jakarta Province. (Permis 1,2,5, 6,7)
- H9 Compensation indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province. (Permis 1,3,5,6,7)
- H10 Career Path indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province. (Permis 1,4,5, 6,7)

III. METHODOLOGY

Research methods

The research method used in this research is quantitative with survey methods. The inferential statistical analysis technique used in this study is the Structural Equation Modeling (SEM) analysis technique from the AMOS statistical software package version 22.

Population and Sample Research

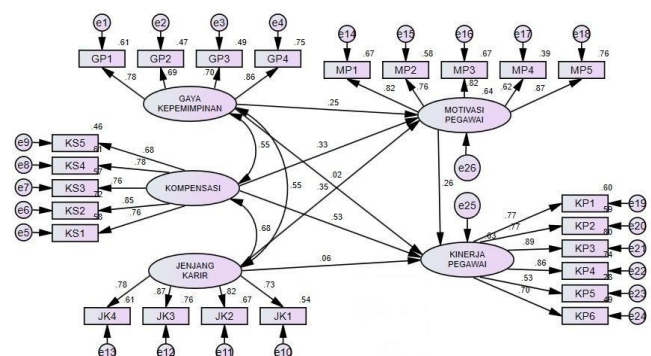
The population in this study were 161 Civil Servants in the Agency for the Procurement Services Agency of DKI Jakarta Province.

Samples taken are 125 Civil Servants in the Agency / Services Procurement Service Agency who have worked as Goods / Services Procurement Actors who have worked for more than one year, namely 125 people. The determination of the number of samples is adjusted to the requirements for Structural Equation Modeling (SEM) analysis, namely the requirement for the number of samples / samples using SEM analysis is 5 - 10 times the number of parameters or indicators used (Hair et al, 1998), the number of parameters in this study was 24 then the number of samples ranges from 110 - 220. The number of samples / samples should be between 100 and 200. Samples below 100 will result in incorrect conclusions (Ghozali, 2014). Thus, from the number of samples used, namely 125 Goods / Services Procurement Actors, have met the requirements for the amount of data in scientific research, both from the error tolerance requirements and the level of confidence and meet the requirements for using statistical methods and SEM analysis whose parameters are estimated with maximum likelihood / ML. (Ferdinand, 2000 and Ghozali, 2005).

IV. RESEARCH RESULT & DISCUSSION

Analysis of Structural Equation Modeling (SEM) Full Model

The results of data processing for the full model SEM analysis are presented in Figure 4 below:



Structural Equation Model

After the confirmatory factor analysis test and the full model feasibility test, the next step is to look at the influence and relationship of exogenous and endogenous latent variables.

The structural equation for Employee Performance (MP) explains the causal relationship between changes in MP when there is a change in the independent variables, namely Leadership Style (GP), Compensation (KS), and Career Path or MP = f (GP, KS, JK). Based on Figure 4.8, the structural equation for exogenous variables to endogenous variables is as follows: Equation 1: $MP = \gamma_{1.1} GP + \gamma_{2.1} KS + \gamma_{3.1} JK + \zeta_1$

$$MP = 0.249 GP + 0.330 KS + 0.351 JK$$

Standard Error (SE) => (0.058) Coefficient of Determination (R²) = 0.638

included in the study.

Hypothesis test

The basis for decision making is if C.R (critical ratio) > 1.96 and $p < 0.05$, the hypothesis is accepted. Where testing is carried out using the t-value or Critical Ratio (CR) in this case at level 5 = 1.96 with a significance level of 0.05 in the Standardized Regression Weight from the results of data processing as presented below:

a) Hypothesis 1 (H1): Leadership Style directly has a positive effect on Employee Motivation at BPPBJ DKI Jakarta Province

Based on the results of Testing Hypothesis 1 (H1), it is known that the critical ratio (CR) for the influence of the Leadership Style variable on Employee Motivation is $2.633 > 1.96$ (critical Z value for 95 degrees of confidence) with a probability value (p) of $0.008 < 0.05$ and the direct effect regression coefficient value is 0.249 (positive), so it can be concluded that the Leadership Style in terms of Employee Motivation. Thus, it can be accepted that hypothesis 1 (H1) is that Leadership Style has a positive and significant effect directly on Employee Motivation at BPPBJ DKI Jakarta Province.

b) Hypothesis 2 (H2): Compensation directly has a positive effect on Employee Motivation at BPPBJ DKI Jakarta Province

Based on the results of Testing Hypothesis 2 (H2), it is known that the value of the critical ratio (CR) for the effect of the compensation variable on employee motivation is $2.978 > 1.96$ with a probability value (p) of $0.003 < 0.05$ and a regression coefficient value of 0.330. (positive), so it can be concluded that compensation directly has a positive and significant effect on employee motivation. Thus it can be accepted hypothesis 2 (H2), namely compensation directly has a positive and significant effect on employee motivation at BPPBJ DKI Jakarta Province.

c) Hypothesis 3 (H3): Career Path has a positive direct effect on Employee Motivation at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 3 (H3), it is known that the critical ratio (CR) value for the influence of career path variables on employee motivation is $3.137 > 1.96$ with a probability value (p) of $0.002 < 0.05$ and a regression coefficient value of direct effect of 0.351 (positive), so it can be concluded that career path has a positive and significant effect directly on employee motivation. Thus, it can be accepted that hypothesis 3 (H3) is that career path has a positive and significant effect on employee motivation at BPPBJ DKI Jakarta Province.

d) Hypothesis 4 (H4): Leadership Style directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 4 (H4), it is known that the critical ratio (CR) for the influence of leadership style variables on employee performance is $0.172 < 1.96$ with a probability value (p) of $0.863 > 0.05$ and a regression coefficient value of direct effect of 0.017 (positive), so it can be concluded that the leadership style has a positive and insignificant effect directly on employee performance.

e) Hypothesis 5 (H5): Compensation directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 5 (H5), it is known that the value of critical ratio (C.R) for the influence of the compensation variable on employee performance is $4.187 > 1.96$ with a probability value (p) of $0.001 (***) < 0.05$ and the direct effect regression coefficient value of 0.532 (positive), so it can be concluded that compensation directly has a positive and significant effect on employee performance.

f) Hypothesis 6 (H6): Career Path has a direct positive effect on Employee Performance at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 6 (H6), it is known that the critical ratio (CR) for the influence of career path variables on employee performance is $0.531 < 1.96$ with a probability value (p) of $0.596 > 0.05$, and the regression coefficient value of direct effect 0.061 (positive), so it can be concluded that career path has a positive and insignificant effect directly on employee performance.

g) Hypothesis 7 (H7): Employee motivation directly has a positive effect on employee performance at BPPBJ DKI Jakarta Province

Based on the results of Testing Hypothesis 7 (H7) it is known that the value of critical ratio (CR) for the influence of work motivation variables on employee performance is $2.028 > 1.96$ with a probability value (p) of $0.043 < 0.05$ and a regression coefficient value of direct effect of 0.260 (positive), so it can be concluded that employee motivation has a positive and significant effect directly on employee performance

h) Hypothesis 8 (H8): Leadership Style indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 8 (H8), it is known that there is a direct and indirect effect

(through employee motivation variables) and the real influence of the leadership style variable on the employee performance variable is indicated the critical ratio (C.R) is below 1.96 and the probability value (p) is above 0.05 and the effect of the regression coefficient is not positive direct at 0.065 so it can be concluded that the leadership style through employee motivation positive and not significant effect on employee performance

- i) Hypothesis 9 (H9): Compensation indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province

Based on the results of Testing Hypothesis 9 (H9), it is known that there is a direct and indirect effect (through employee motivation variables) and the real effect of the compensation variable on the employee performance variable is marked with a critical ratio (CR) above 1.96 and the probability value (p) below 0.05 and the regression coefficient value of positive indirect effect is 0.086, so it can be concluded that compensation through employee motivation has a positive and significant effect on employee performance.

- j) Hypothesis 10 (H10): Career Path indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province.

Based on the results of Testing Hypothesis 10 (H10), it is known that there is a direct and indirect effect (through employee motivation variables) as well as an insignificant influence from the career path variable on the employee performance variable marked with a critical ratio (CR) below 1.96 and the probability value (p) above 0.05 and the regression coefficient value for positive indirect effect of 0.091, so it can be concluded that career path through employee motivation has a positive and insignificant effect on employee performance.

V. DISCUSSION

The Influence of Leadership Style on Employee Motivation at BPPBJ DKI Jakarta Province

Hypothesis and regression test results show that there is a positive and real relationship between Leadership Style and Employee Performance, this indicates that the leadership style of a leader significantly affects the motivation of employees in the BPPBJ DKI Jakarta province. This condition shows that as a leader in leading the Goods / Services Procurement Service Agency, he must have managerial skills in leading the organization to be able to motivate employees to complete their duties with a full sense of responsibility.

Based on the theory of Human Resource Management, leadership style is included in the managerial function, which includes direction and control. A leader in the organization plays a role in directing, guiding, facilitating monitoring and being a role model for his subordinates at work so as to increase the motivation of his subordinates.

This theory is in accordance with the opinion of Sule and Saifullah (2010: 269), namely a leader who has a vision of change and high standards of productivity, encourages subordinates to excel, and motivates the ability of subordinates to do various jobs. Another theory from Hill (2008) states that "Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organization goals".

The results of this study have similarities and strengthen the research justification of Ryan Perdana, 2016 and Nufus Budi Elyas, 2017 which states that leadership style has a positive and significant effect on the motivation of employees of PT Rumah Sakit Ghrasia Yogyakarta and employees of PT. Muda Ningrat Mandiri Yogyakarta.

The Effect of Compensation on Employee Motivation at BPPBJ DKI Jakarta Province.

Hypothesis and regression test results show that there is a positive and real relationship between compensation and employee motivation, this suggests that the compensation given by the organization affects employee motivation significantly. Conditions like this indicate that the organization can consider an increase in compensation in accordance with the workload and risks faced by employees who work in the procurement of goods / services.

This is in line with what was conveyed by Notoatmodjo (2003: 153) which states that, "The size of compensation can affect work performance, motivation and job satisfaction of employees. If compensation is given se The results of this study have similarities and strengthen the research justification of Aminullah Pulungan, Mukhlis Yunus, Amri (2015), and M. Sholeh Ghirafi 2017 which shows the results of the research that compensation has a positive effect.

The Influence of Career Paths on Employee Motivation at BPPBJ DKI Jakarta Province.

Hypothesis and regression test results show that there is a positive and real relationship between Career Path and Employee Motivation, this indicates that Career Path in the Functional Position of Goods / Services Procurement Manager significantly influences employee motivation. This condition shows that as the Functional Position of the Goods / Services Procurement Manager, he has a clear career path, advances in rank faster and promises wider career opportunities. This is of great concern to the Development Institution, namely the Government Goods / Services Procurement Policy Institute (LKPP).

The theory related to this research was put forward by Graham and Bennet (1995) in Mengistu Kefelegn,

(2016) that "agree and note that the prospect of career advancement might in itself motivate employees to work hard". Lee and Bruvold (2003) state that "opined that investments in human resource development present the image of high commitment strategy that influences employee commitment and motivation".

The results of this study have similarities and strengthen the research justification of I Wayan Manggis, Aniek Yuesti, I Ketut Setia Sapta, 2018 and Tulus Haryono, Asri Laksmi Riani, Hunik Sri Sawitri, 2017. The results showed that career path has a positive and significant effect on the motivation of cooperative employees in several villages in Denpasar Bali and employees of 15 public service offices under the Indonesian Ministry of Finance.

The Effect of Leadership Style on Employee Performance at BPPBJ DKI Jakarta Province

Hypothesis and regression test results show that there is a positive and insignificant relationship between leadership style and employee performance, but the effect is not significant, this indicates that leadership style with indicators of instruction, consultation, participation and delegation has no significant effect on employee performance. This condition indicates that the system built in this organization is good enough, where the implementing staff or the Working Group (Pokja) who serve as the Functional Goods / Services Procurement Manager work independently, systematically, and in accordance with applicable regulations in the field of goods / services procurement.

This is in accordance with the opinion of Pfeffer (1977), Meindl, Ehrlich & Dukerich (1985) in Kamel Saleh Khalifa Elgelala, Noermijatib (2014) that "that role of leadership is not so important in achieving the organizational performance. Employee perceptions of leadership tend to be good, but there were some respondents who perform good working performance so that they become employees feel to the trainers in the companies".

The results of this study have similarities and strengthen the research justification of Rusmanto, 2014, and Nufus Budi Elyas, 2017. Both researches prove that leadership style has no significant effect on the performance of PT. Timun Mas Tunas Inti Nalumsari Jepara and employees of PT. Muda Ningrat Mandiri Yogyakarta.

The Effect of Compensation on Employee Performance at BPPBJ DKI Jakarta Province

Hypothesis and regression test results show that there is a positive and real relationship between compensation and employee performance, this indicates that the provision of compensation in the form of functional allowances, performance allowances, class positions, rank and legal protection significantly affects employee performance. This condition shows that the compensation for the functional officials who manage the procurement of goods / services is higher / better than the implementing employees.

Based on the theory of Human Resource Management, Compensation is one of the operational functions of HRM. Providing adequate compensation is an important component related to employee behavior and attitudes. By providing appropriate compensation to employees, it can improve employee performance.

According to Nitisemito (2010) the effect of compensation on employee performance is enormous. High morale, employee anxiety and loyalty are influenced by the amount of compensation. According to Yamoah (2013), one way for management to improve work performance, motivate and improve employee performance is through compensation

The results of this study have similarities and strengthen the research justification of M. Sholeh Ghirafi 2017, Rusmanto, 2014, and Achmad Sani Supriyanto, 2017. The results of these three researchers indicate that there is a positive and tangible from the compensation for the performance of employees of the Office of Religious Affairs in Lampung Province, employees at PT. Timun Mas Tunas Inti Nalumsari Jepara and employees of PT. Telecommunication Indonesia

The Influence of Career Paths on Employee Performance at BPPBJ DKI Jakarta Province

Hypothesis and regression test results show that there is a positive and insignificant relationship between Career Path and Employee Performance, this indicates that Career Path in the Functional position of Goods / Services Procurement Manager has no significant effect on employee performance. This condition shows that the level of functional positions in the procurement of goods / services cannot be used as a reference in showing better performance. Based on the theory of Human Resource Management, Career Path is one of the operational functions of HRM, preparing for careers and providing opportunities for self-development through Career Paths is one way to improve employee performance.

The theory related to this situation was conveyed by Tharenous et al, (1994), Torrington and Hall, (1995) in Mengistu Kefelegn, (2016) that "Career development is supposed to lead to motivation. In some instances, Career development does not lead to staff performance due to hindrances which can be political, individual, organizational, social to mention but a few".

The results of this study have similarities and strengthen the research justification of Tulus Haryono, Asri Laksmi Riani, Hunik Sri Sawitri, 2017, Ryandi Yusuf, 2018, and Renaldy Massie, Bernhard Tewal, Greis Sendow, 2015. From these researchers it can be concluded that career paths has no significant effect on employee performance.

The Effect of Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province

Hypothesis and regression test results show that there is a positive relationship between Employee Motivation and Employee Performance, this indicates

that employee motivation significantly affects employee performance. This condition indicates that the better the organization provides employee motivation through the fulfillment of physiological needs, a sense of security, social needs, appreciation and self-actualization needs will have a positive influence on employee performance to achieve organizational performance.

Related to this condition, according to Davis in Mangkunegara (2009: 13-14), the factors that influence performance achievement are the ability factor (ability) and the motivation factor (motivation). Robison in Kiruja and Mukuru (2013: 78), states "motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health. Furthermore, motivated employees are more committed to their institutions and show less insubordination and grievance. They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the institution.

The results of this study have similarities and strengthen the research justification of Komang Sastra Guna Wiratma, 2018, Ivonne (2013); and Dini Fitrianasari, Umar Nimran, Hamidah Nayati Utami, (2009), Cut Ena Suryana, Mukhlis Yunus, Amri, (2015). From some of these researchers, the results show that employee motivation has a positive and significant effect on employee performance.

The Influence of Leadership Style through Motivation on Employee Performance at BPPBJ DKI Jakarta Province

The results of hypothesis and regression testing show that there is a positive relationship between leadership style through employee motivation and employee performance, this indicates that the leadership style of a leader does not significantly affect employee performance through employee motivation. This condition shows that as a leader who has a leadership style of instruction, consultation, participation and delegation, it does not significantly affect employee performance.

Based on the theory of Human Resource Management, this leadership style is included in managerial and operational functions, including organizing, maintaining and controlling. A leader in the organization plays a role in directing, guiding, supporting and providing opportunities for achievement in work which will increase employee motivation so that it will improve employee performance.

This situation is in line with the theory which states that "Leadership style application is determined by leaders themselves. If leadership style applied is good and can give good direction to subordinates, then it creates confidence and work motivation to employees, thus increasing employee morale which also effects on better employee performance. Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010).

The results of this study have similarities and strengthen the research justification of Galih Wisnu Wardhana, 2014, and Nufus Budi Elyas, 2017. The two researchers stated that there is no real effect of leadership style on employee performance through employee motivation at STMIK "AUB" Surakarta, Central Java. and employees of PT. Muda Ningrat Mandiri Yogyakarta

The Effect of Compensation through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province

Based on the evidence of hypothesis 9 (H9), there is a positive relationship between compensation through employee motivation on employee performance, this shows that the compensation provided by the organization can affect significantly. This condition indicates that a better or greater compensation will motivate employees to work better so as to improve employee performance.

Based on the theory of Human Resource Management, Compensation is included in the operational function of HRM, providing compensation according to the workload, accommodating work risks, and meeting decent living standards are important components related to employee behavior and attitudes. By providing proper compensation to employees, employees will be more motivated to work so that they can improve employee performance.

The results of this study have similarities and strengthen the research justification of M. Sholeh Ghirafi 2017, and Aminullah Pulungan, Mukhlis Yunus, Amri, 2015. From these researchers, the research results show that compensation has a positive and significant effect on employee performance through employee motivation in the Office of Religious Affairs. in Lampung Province and employees of PT Telekomunikasi Indonesia

The Effect of Career Paths through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province

Based on the evidence of hypothesis 10 (H10), there is a positive relationship between career paths through employee motivation on employee performance, this indicates that the higher the career path of an employee does not affect employee motivation to work better in improving employee performance.

Based on the theory of Human Resource Management, Career Path is one of the operational functions of HRM, providing opportunities for self-development through Career Paths is one way to improve the quality of life and competence of employees. By preparing a good career path, employees will be more motivated to work so that they can improve employee performance

As stated by Kuswadi (2004: 33) that: "Employees will produce good performance if they have high personal motivation, each motive is marked by a strong desire to achieve certain types of targets such as career development". Furthermore, Bambang Wahyudi

(1991: 162) says that: In order to develop civil servant careers, in accordance with the number and quality of employees, it must be linked to the right placement of people in positions and time, so that efficiency and effectiveness in the organization can be obtained. While the level of work motivation between individuals is not the same, because the factors that affect it vary, namely: safe working conditions, meaningful involvement in the organization, sincere appreciation by managers, management culture that inspires trust and loyalty, challenging work, and cross-departmental cooperation and training (Soekiman and Billy, 2013). The results of this study have similarities and strengthen the research justification of I Wayan Manggis, Aniek Yuesti, I Ketut Setia Sapta, 2018 and Tulus Haryono, Asri Laksmi Riani, Hunik Sri Sawitri, 2017. This researcher states that there is no real relationship between career path and employee performance through the motivation of employees of the Village Cooperative in Denpasar and employees of 15 public service offices under the Indonesian Ministry of Finance.

VI. CONCLUSION

Based on the results of the analysis and discussion previously described, the following conclusions were obtained:

- 1) Leadership Style directly has a positive effect on employee motivation at BPPBJ DKI Jakarta Province.
- 2) Compensation directly has a positive effect on Employee Motivation at BPPBJ DKI Jakarta Province.
- 3) Career level directly has a positive effect on employee motivation at BPPBJ DKI Jakarta Province.
- 4) Leadership Style directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province.
- 5) Compensation directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province.
- 6) Career Path has a positive direct effect on Employee Performance at BPPBJ DKI Jakarta Province
- 7) Employee Motivation directly has a positive effect on Employee Performance at BPPBJ DKI Jakarta Province.
- 8) Leadership Style indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province.
- 9) Compensation indirectly has a positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province.

Career Path has an indirect positive effect through Employee Motivation on Employee Performance at BPPBJ DKI Jakarta Province.

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