



**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, TRAINING,
COMPENSATION ON EMPLOYEE PERFORMANCE
AT PT. SEMEN BOSOWA MAROS SOUTH SULAWESI**

Bohari¹, Nurdin Brasit², Muh. Idrus Taba³

¹Master of Management, Faculty of Economics and Bussines, Hasanuddin University,
(bobybohari@gmail.com)

²Master of Management, Faculty of Economics and Bussines, Hasanuddin University,
(nurdinbrasit@gmail.com)

³Master of Management, Faculty of Economics and Bussines, Hasanuddin University,
(emitaba71sa@gmail.com)

ABSTRAK

This study aims to determine the effect of transformational leadership style, training, compensation on employee performance. This research is a quantitative descriptive study using primary data with a questionnaire. The population in this study were 830 employees using the Slovin technique, so the research sample was 270 employees. Data were analyzed using SPSS 22. The results showed that leadership style has a positive and significant effect on employee performance, training has a positive but not significant effect on employee performance, and compensation has a positive and significant effect on employee performance at PT. Semen Bosowa Maros. The conclusion of this study is that transformational leadership style has a positive and significant effect on employee performance proposed in this study is accepted, training is positive but not significant to employee performance so that proposed in this study is rejected, Compensation has a positive and significant effect on employee performance proposed in this study. This is rejected and the transformative leadership style, training and compensation variables together have a significant effect on the performance of the employees of PT. Semen Bosowa Maros.

Keywords: Transformational Leadership Style, Training, Compensation and Employee Performance.

INTRODUCTION

Human resources or employees are one of the important resources in a company, and are often referred to as the spearhead to achieve company goals. Therefore, companies need high-performing human resources or employees so that they can achieve the company's stated goals. One of the important elements in an effort to improve employee performance is a leader who is able to influence his subordinates and actively engages subordinates in achieving these goals through an appropriate leadership style.

A transformational leadership style is a type of leader who inspires his followers to put their personal interests aside and has extraordinary influencing abilities. The main aspect of transformational leadership is the emphasis on follower development, Avilla, (2017) the role of transformational leadership includes motivating employees and creating pleasant conditions in carrying out work, and trying to make changes in the organization.

Triasmoko, (2014) The reason for the implementation of training for employees is that newly recruited employees often do not understand correctly how to do work, changes in the work environment and labor, increase company competitiveness and improve employee productivity, employees adjust to regulations. which exists.

Research conducted by Mamik Eko (2015) The Effect of Training, Compensation on Employee Job Satisfaction and Employee Performance. The hypothesis which states that training has a direct effect on employee performance is proven. Performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization which includes the quantity of output, quality of output, duration of output, attendance at work, cooperative attitude. Pambudi et al., (2016) Often there is a decline in employee performance due to the possibility of inconvenience at work, minimum wages or wages, motivation and dissatisfaction at work. Training as a part of education which concerns the learning process to acquire and improve skills outside the system.

LITERATURE REVIEW

Transformational Leadership

Irawati & Liana, (2013) Transformational leadership style is a relatively new model in leadership studies. This style is considered the best model in explaining the characteristics of a leader. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach. Irawati and Liana, (2013) "revealed that transformational leadership can make a career person feel trust, admiration, loyalty and respect for the leader, and are motivated to do more than they are expected to do. Leaders motivate by making followers more aware of the importance of task results , encouraging them to go beyond their own self-interest in favor of the organization or team and activate their high-level needs. He encourages followers to think critically and find new ways to approach their work, generating intellectual stimulation. "

Sukrajap, (2016) transformational leadership, superiors not only increase the motivation of subordinates but also increase employee awareness and morality at a higher place. Transformational leaders influence their subordinates by increasing their subordinates' awareness of the importance of the value of togetherness in achieving organizational goals. This strategy makes subordinates feel confident, proud, loyal and respectful to their superiors. Employees are motivated to do more than they are used to. G. Kusuma and Rahardja, (2018) Transformational leadership is the development of charismatic leadership. The leader creates a vision and an environment that motivates employees to make great performance. In this case, employees are trusted, amazed, loyal, and respectful to their leaders so that they can be motivated to do whatever is expected. Transformational leaders are leaders who give individuals and intellectuals stimulating, and also charismatic, consideration.

Training

Kusuma & Ardana, (2014) stated that training is "a short-term educational process that uses a systematic and organized procedure, non-managerial employees learn technical knowledge and skills within a limited purpose". Training for employees is a process of providing certain knowledge and expertise, as well as attitudes so that employees are more skilled and able to carry out their responsibilities better, and in accordance with the standards expected by the company. Putra, (2017) Training is a process of providing education to employees in the short and long term which aims to develop employee job skills so that they can improve organizational goals. Sugiarti et al., (2016) job training is to improve employee performance that is not satisfactory due to a lack of skills. Sugiarti et al., (2016) "Training is a process of increasing employee knowledge and skills." Training is a process of providing

education to employees in the short and long term which aims to develop employee job skills so as to improve organizational goals.

Heri Sapari Kahpi, Aan Khurosaini, (2017) training is the process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees to carry out their current jobs. Training has a current orientation and helps employees to achieve certain skills and abilities in order to be successful in carrying out their work. Ferdiansyah, (2018) Training is defined as the efforts made by companies to support their employees so they can have more competence in their work. According to Sultana, et al. (2012) that training should be an important part of organizational structure and for employee performance, innovation and competitiveness. Training is carried out to reduce the distance that occurs from the skills and abilities of employees in carrying out their work with the results expected by the company Mathis (2011), "Training is a process where people achieve certain abilities to help achieve organizational goals". Therefore, this process is tied to various organizational goals, training can be viewed both narrowly and broadly. To a limited extent, training provides employees with specific and identifiable knowledge and skills used in their current jobs.

Compensation

Kadarisman, (2012) Compensation is a gift given by an organization / company in the form of money or facilities provided. Compensation is often called an award and can be defined as any form of reward given to employees as remuneration for their contribution to the organization Simamora in Lukmanul et al, (2006). Compensation is anything that employees receive in return for their work (Handoko, 2008).

Mangkunegara (2005) states that compensation is a wage or salary administration process that involves consideration or balance calculation. According to Mangkunegara (2013), "training is increasing knowledge and technical skills, in order to improve conceptual skills and, ability to make decisions. Firmandari, (2014) explains that the provision of compensation in accordance with the ability of employees at the company will create a healthy working relationship to improve company performance. According to Mathis, Jackson (2010) providing compensation is one of the significant ways that company management can do to improve work performance, motivation, and company performance. Mohammed Oweis Qureshi (2015) An organization that uses attractive compensation schemes to attract and retain potential employees. Simamora (2004) Compensass includes financial returns and tangible services and benefits received by employees as part of the employment relationship. According to Dauly, Pasaribu, Putri, and Astuti, (2017) compensation is everything that employees receive as remuneration for work for those who contribute directly or gifts received by employees as a substitute for their services to the company.

Performance

Employee performance according to Sinambela (2012) means the result or level of success of a person or overall during a certain period in carrying out a task compared to various possibilities, such as work results, targets or targets or criteria that have been determined in advance and have been mutually agreed.

The success of an organization is influenced by the performance (job performance) of human resources, for that every company will try to improve employee performance in achieving the organizational goals that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. Jackson (2002) states that performance is basically what employees do or don't do. This thinking shows that performance is closely related to the authority and responsibility as well

as the morals and ethics of individuals and groups of organizational members in achieving overall organizational goals.

On the other hand, the leader's ability to mobilize and empower employees will affect performance. The term performance is from the word job performance or actual performance (actual work performance or achievement achieved by someone). Job performance is generally influenced by the skills, skills, experience and sincerity of the workforce concerned. Etymologically, performance comes from the word performance (performance).

Foster and Seeker (2001) state that, "Performance is the result that a person achieves according to the size applicable to the job concerned". Individual performance is the work of employees both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance. Fahmi (2011) states that performance is the result obtained by an organization, whether the organization is profit oriented and non-profit oriented which is generated during a certain period. Performance comes from the notion of performance. There is also a definition of performance as a result of work or work performance. However, performance actually has a broader meaning, not only the result of work, but including how the work process takes place. Wibowo, (2014). Performance is the result of work achieved by a person based on job requirements (job requirements). A job has certain requirements to be able to achieve goals which are also known as work standards.

RESEARCH METHODS

Research design

The design of this research is explanatory (in nature to explain / provide information) research originating within the company which is the object of research, namely PT. Semen Bosowa Maros and using a questionnaire as a data collection technique by giving a set of questions or written questions to the respondent to be answered. This method was chosen because it is an efficient data collection technique Sugiyono, (2013).

Location and Time of Research

The research is located at PT. Semen Bosowa Maros with a study time of approximately 3 months is effective.

Population and Sample

Sugiyono Sugiyono, (2013). population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by research to be studied and then it is concluded that the population in this study are all permanent employees at PT. Semen Bosowa Maros with a total number of employees of 830 people.

The sampling technique was carried out randomly (random sampling), that is, all respondents included in the study were all permanent employees at PT. Semen Bosowa Maros. The calculation of the number of samples that will be used in distributing questionnaires using the Slovin formula (Umar: 2008), namely:

$$n = \frac{N}{1 + Ne^2}$$

Where :

n: number of samples

N: total population

e: error tolerance
 $n = N / (1 + N e^2)$
 $= 830 / (1 + 830 \times 0.05^2)$
 $= 269.91 = 270$ Respondents
So the sample in this study amounted to 270 people.

Method Of Collecting Data

To obtain data in this study, several data collection techniques were used as follows:

1. Observation

Observation or observation is one method of collecting data when making a scientific paper. Nawawi and Martini stated that observation is an observation as well as a systematic recording of the elements that appear in a symptom or symptoms that appear in an object of research.

2. Documentation

Documents are records of events that have passed. Documents can be in the form of writings, pictures, or monumental works of a person. Documents in the form of writing, for example, diaries, life histories, stories, biographies, regulations, policies. Documents in the form of images, for example photos, live pictures, sketches and others. Documents in the form of works include art, which can be in the form of pictures, sculptures, films, and so on. Document study is a complement to the use of observation and interview methods in qualitative research.

3. Interview

Esterberg (2002) defines the interview as follows: "a meeting of two persons to exchange information and idea through question and responses, resulting in communication and joint construction of meaning about a particular topic". An interview is a meeting of two people to exchange information and ideas through question and answer, so that meaning can be constructed in a particular topic.

4. Questionnaires

According to (Sugiyono, 2013). A questionnaire or questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer. The questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and what cannot be expected from the respondent.

Data analysis

To solve the main problems faced in this study, the following analysis methods are used:

1. Descriptive analysis is an analysis that outlines the responses of respondents regarding the influence of communication, motivation and discipline on performance by mentioning a questionnaire to permanent employees at PT. Semen Bosowa Maros and became the sample in this study.
2. Simple regression analysis is a linear relationship between one independent variable (X1) Transformational Leadership Style (X2) Training (X3) compensation with the dependent variable (Y) Employee performance. This analysis was conducted to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative, and to predict the value of the dependent variable if the value of the independent variable increased or decreased. The data used is usually an interval or ratio scale.

Research Instrument Test

From the results of the validity test, all statements from the research variables stated that the validity was because the calculated r value was greater than the r table value. Meanwhile, for testing the reliability of all variables were declared to be realistic because the Cronbach's alpha value of all the variables tested was above 0.60, it can be concluded that all variables in this study were declared reliable.

Hypothesis testing

Multiple linear regression analysis is used to determine the positive or negative effect on the research variables. The results of multiple linear regression analysis based on the SPSS output are as follows:

Table 5.12 Results of multiple linear regression tests

Model		Coefficients ^a	
		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	1.141	3.950
	Transformational Leadership	.889	.054
	Training	.039	.052
	Compensation	.131	.049

a. Dependent Variable: Y

Source: Data processed in 2020

$$Y = 1.141 + 0.889X_1 + 0.039 X_2 + 0.131X_3$$

From the regression value equation above, it can be concluded that:

1. The constant value above is 1.141. This figure shows that Transformational Leadership has a positive effect on Employee Performance.
2. The variable (X1), namely leadership, has a positive regression coefficient value of 0.889X1. The positive coefficient value shows that the Transformational Leadership variable has a positive effect on employee performance. This illustrates that if there is an increase of 1% Transformational Leadership Style, the employee performance level will increase by 88.9% assuming other independent variables are considered constant.
3. Variable (X2) Training has a regression coefficient value of 0.039X2. This positive coefficient value shows that the provision of training has a positive effect on employee performance. This means that for every 1% increase in training, the employee's performance level will increase by 3.9% with the assumption that the other independent variables are considered constant.

The variable (X3) compensation has a regression coefficient value of 0.131 X3. This positive coefficient value indicates that compensation has a positive effect on employee performance. This means that every 1% increase in compensation, the employee's performance level will increase by 13.1%, assuming that the other independent variables are considered constant.

Hypothesis Test (t test)

The prsial test (t test) is conducted to find out whether the hypothesis in the study is proven or not, we can see the results of the t test as follows:

Table 5.15 Hypothesis test output results (t test)

No	Variabel	t _{hitung}	Sig
1	Transformational Leadership	16,566	.00
2	Training	0,746	0,456

3	Compensation	2,663	0,008
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Source: Data processed in 2020

- Hypothesis X1 is that it is assumed that Transformative Leadership has an effect on Employee Performance, so the t value is $16.566 > t$ table 1.984. This means that the hypothesis proposed in this study is accepted.
- Hypothesis X2 is that it is suspected that training has an effect on employee performance, so the t value is $0.746 < t$ table 1.984. It means that
- Hypothesis X3 is that it is assumed that compensation has an effect on employee performance, so the t value is $2.663 > t$ table 1.984. This means that the hypothesis proposed in this study is accepted.

F Test (Simultaneous Test)

To test the effect of the independent variables together on the dependent variable, the F test is used. The results of the F test calculation are as follows:

Table 5.16 F Test (Simultaneous Test)

Model	df	Mean Square	F	Sig.
1 Regression	3	511.287	103.799	.000 ^b
Residual	266	4.926		
Total	269			

a. Dependent Variable: Y, Predictors: (Constant), X1, X2, X3

Source: Data processed in 2020

For the significant level $\alpha = 5\%$ by drawing the value of F_{table} through (df k - 1 numerator, and df denominator n - k) or df then df 270 - 1 = 269 and df 270 - 3 = 267 then F table is 1, 26. From this table it is known that together the independent variables (leadership, training and compensation) have a significant effect on the dependent variable (employee performance). This can be proven from the Fcount value of 103.799 while F table is 1.26 or Fcount > Ftable ($103.799 > 1.26$) with a significance level of $0.000 < 0.05$, this means that the hypothesis in the study is assumed to be jointly independent variables. affect the performance of employees at PT Semen Bosowa Maros.

Coefficient of Determination (R²)

To measure the influence of the independent variable on the dependent variable, the determination coefficient analysis is used. The results of the SPSS determination output are as follows:

Table 5.14 Output Results of the SPSS determination test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.539	.534	2.219

a. Predictors: (Constant), Compensation, Training, Leadership

Source: Data processed in 2020

The calculation of the coefficient of determination shows that the influence of variables X1, X2 and X3 on Y is 0.534 or 53.4%, while the remaining 46.6% is influenced by other factors outside of this research variable.

Discussion

Based on the research results, it is found that the hypothesis X1 is that it is assumed that the transformational leadership style has a significant effect on the employee performance

proposed in this study is accepted. This means that the transformational leadership style at PT. Semen Bosowa Maros has a significant effect, this is supported by Yoshi Tania 2017. The effect of transformational leadership (X1) on employee performance (Y) shows a positive direction, meaning that the higher the transformational leadership, the higher the employee's performance. In this case transformational leadership at PT. Premier Management Consulting has a positive effect on employee performance. This is also supported by the performance of the employees of PT. Semen Bosowa Maros, because until now all the work and responsibilities of the employees can be carried out properly, this illustrates that the transformational leadership style is well implemented by the existing leadership at the PT. Semen Bosowa Maros.

Hypothesis X2 is that it is assumed that training does not have a significant effect on the performance of the employees of PT. Semen Bosowa Maros. This is because not all employees are given training, employees who are given training are only those who have positions in certain fields. This was also reinforced by the results of direct interviews with employee representatives who stated that the training we often attended was training conducted by a second party. So that the training variables proposed in this study were rejected.

Hypothesis X3 is that it is suspected that compensation has a significant effect on employee performance proposed in this study is accepted. This is supported by the results of research from Stefanus in 2016 showing the results of the t test (partial) that there is a significant influence between financial and non-financial compensation on the performance of employees of PT. Asuransi Jiwasraya (Persero). This conclusion can be seen from the comparison between the t value and the t table which shows that the t value > t table. By statistical testing, it was obtained the t value of 6.315, because the value of t count > t Table (6.315 > 2.021) it was concluded that partially the compensation variable (X1) had a significant effect on the performance of the employees of PT. Jiwasraya (Persero). This is also supported by employees' information on observations (Joni) which explains that there is compensation for employees after completing their duties and responsibilities.

Conclusion

Based on the data obtained from the research results, it can be concluded that:

1. Hypothesis X1 is that it is assumed that transformational leadership style affects employee performance proposed in this study is accepted.
2. Hypothesis X2, namely it is suspected that training has no effect on employee performance so that what is proposed in this study is rejected.
3. Hypothesis X3, namely that it is suspected that compensation has an effect on employee performance proposed in this study is rejected.
4. The fourth hypothesis in the study is that it is assumed that the independent variables X1 X2 X3 together have a significant effect on the performance of the employees of PT. Semen Bosowa Maros.

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