

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE AND GOOD CORPORATE GOVERNANCE POLICY ON EMPLOYEE PERFORMANCE (FINDING FROM JAKARTA, INDONESIA)

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Abstract

This study aims to examine and determine BPJS employees' performance through organizational culture and transformational leadership with Good Corporate Governance (GCG) as the mediating variable. This study uses a sample of 75 respondents representing all BPJS Ketenagakerjaan branch offices in Indonesia. The data testing method used in this study is multiple regression analysis using SPSS 25 software. There were five hypotheses tested and two hypothesis testing in this study through intervening variables tested with single test calculations. The results of statistical tests from this study state that all the hypotheses proposed in this study can be accepted, either directly or indirectly (mediated). Transformational leadership through Good Corporate Governance (GCG) on the performance. Organizational culture affects Employment Performance through Good Corporate Governance (GCG).

Keywords: BPJS Employment, Performance, Transformational Leadership, Good Corporate Governance (GCG), SPSS 25.

INTRODUCTION

The establishment of BPJS Ketenagakerjaan as a public agency has brought new hope in improving the welfare of employees in Indonesia. The facts show that BPJS Ketenagakerjaan has brought many improvements, especially as measured by the level of employee or employee welfare. In essence, BPJS Ketenagakerjaan has brought certainty about the welfare of employees or employees in Indonesia. Nevertheless, it must be admitted that there are still many efforts that must be perfected in the future.

There are a number of problems related to the BPJS Ketenagakerjaan that should receive attention from the Government of Indonesia. The facts show that it must be acknowledged that the performance of BPJS Ketenagakerjaan has not been optimally realized. It can be seen from many aspects, including leadership factors, organizational culture, and Good Corporate Governance (GCG). Of course, not only because of this factor alone but also by other factors such as organizational commitment and work environment. Ideally, theoretically, there are a number of factors that affect the performance of BPJS Ketenagakerjaan, including leadership factors, corporate culture, compensation, workability, work motivation, and so on. However, based on direct observations in the field, leadership plays a significant role in determining the course of a vision, mission, and employment program. It is a temporary observation that leadership is critical to the success of BPJS Ketenagakerjaan in realizing employment work programs. It must be admitted that often changes in leadership affect the achievement of BPJS Ketenagakerjaan performance targets. In measuring its performance, BPJS Ketenagakerjaan has 2 (two) measuring instruments. Measuring organizational performance is done through a Balance Score Card (BSC) measurement tool. Meanwhile, employee performance measurement is carried out through the Key Performance Index (KPI) and Key Behavior Index (KBI).

Tabel 1. BPJS Employment Performance

No	Performance target Perspective	Year 2016	Year 2017	Year 2018
1.	Customer Perspective	40,83%	40,32%	31,22%
2.	Internal Process Perspective	8,92%	18,37%	20,22%
3.	Learning and Growth Perspective	14,95%	21,68%	15,18%
4.	Financial Perspective	18,00%	10,27%	14,09%
	Total	82,70%	90,64%	81,00%

Source: BPJS Ketenagakerjaan reports, 2016, 2017, and 2018

Based on preliminary observations on several aspects of employment at the BPJS Ketenagakerjaan office presented in the 2016 to 2018 data, there are strong indications that leadership and organizational culture and Good Corporate Governance (GCG) affect the performance of BPJS Ketenagakerjaan. The table above shows that the BPJS Ketenagakerjaan's 2016 performance achievements have only reached 82.70%; in 2017, it increased to 90.64% and decreased to 81% in 2018. This means that there are BPJS Employment performance achievements that are still fluctuating. Of course, this achievement is influenced by many factors, including human resource factors including the leadership, and employees, and other factors.

Based on the results of preliminary observations in the field, the not-yet optimal performance of BPJS Ketenagakerjaan, as listed in the table above, is due to a general phenomenon related to ineffective leadership in BPJS Ketenagakerjaan. The lack of a leader's ability to influence the hazard is seen by the inadequate perspective of internal processes, which have the lowest percentage of achievement, namely 8.92% in 2016, 18.37% in 2017, and 20, 51% in 2018. Also, other factors are strongly suspected. Influencing the performance of BPJS Ketenagakerjaan is a factor of organizational culture. The existence of a number of values and norms, and rules in the Standard Operating Procedure (SOP) that have not been executed properly, correctly, and consistently is also the cause. The interim observation result is the lack of socialization and assessment of the implementation of the SOP in the field.

Viewed from the perspective of human resource management theory and organizational behavior, there are a number of factors that can affect the achievement of corporate performance or in this study, namely the performance of BPJS Ketenagakerjaan. Conceptually, the influencing factors include leadership, organizational culture, compensation, motivation, organizational commitment, and good corporate governance. Moeljono (2005) states that organizational culture is a system of values that are believed by all members of the organization and which are studied, applied, and developed on an ongoing basis, functions as an adhesive system, and is used as a reference for behavior in the organization to achieve predetermined corporate goals. Luthans (2007) states that organizational culture is the norms and values that direct organizational members' behavior. Based on direct observations on the object of research, leadership often affects BPJS Ketenagakerjaan's performance. Also, organizational culture is observed as an essential aspect to be observed in work performance effectiveness at BPJS Ketenagakerjaan. Last but not least, good corporate governance, as evidenced by the not optimal availability of important information technology as a consideration in determining the independent variable in this study.

LITERATURE REVIEW

As it is known that human resource management is related to the system design format in an organization to determine the effectiveness and efficiency seen from one's talents to realize the goals of an organization. In the Big Indonesian Dictionary, where skill is called performance is (1) something that is achieved (2) achievement is shown (3) workability. Thus performance is manifested in a person's ability to achieve work performance. From a number of definitions of performance, as stated by the experts above, it can be synthesized that organizational performance is the performance that includes four perspectives, including 1) financial perspective, 2) consumer perspective, 3). Internal business process perspective and 4). Learning and growth perspective. The four perspectives are the basis for the authors in this study to assess the performance of the BPJS Ketenagakerjaan.

According to Gibson (2003), performance is the level of success in carrying out tasks and achieving predetermined goals. This limit implies that the performance is declared

excellent and successful if the desired goals can be adequately achieved. Also, Sulistyorini said that performance is the level of success of a person or group of people in carrying out their duties and responsibilities and achieving the goals and standards set. Furthermore, Wood et al. (2001: 114) defines "performance is an assumption measure of the quantity and quality of task contributions made by an individual or group to the work unit and organization." Meanwhile, Monday et al. (2000: 336) defines performance as a formal system that periodically reviews and evaluates individual or team performance. Meanwhile, Bernardin and Russel in Sihol Situngkir and Shofia Amin (2006) say that performance is an essential tool for organizations used to manage and improve precise and accurate performance and to improve the quality of the company's products and services as a whole.

Transformational leadership can be seen as a transformation in which leaders and followers are involved in the process of encouraging each other to achieve higher competence in terms of morality and motivation (Burns, 1978; in Tiina Brandt Erkki K Laitinen Teija Laitinen, 2016). A transformational leader plays an important role in charisma, inspirational motivation, intellectual stimulation, and individual judgment (Bass, 1985). Transformational leaders focus on the intrinsic motivation and personal development of their employees. Transformational leaders provide the organization's vision and mission; inspire pride, respect, and trust among their followers (Bass and Riggio, 2006; Sivanathan and Cynthia Fekken, 2002). The primary assumption underlying transformational leadership is that people will follow leaders who inspire and motivate them. Northouse (2010) views transformational leadership as simply development that transforms individuals. In other words, transformational leaders display the ability to make people want to change. Leaders motivate employees to perform with their awareness, offer intellectual challenges, pay attention to individual growth needs and ultimately cause them to develop shared goals in a long-term vision and goals (Sullivan and Decker, 2001).

Moeljono (2005) states that organizational culture is a system of values that are believed by all members of the organization and which are studied, applied, and developed on an ongoing basis, functions as an adhesive system, and is used as a reference for behavior in the organization to achieve predetermined corporate goals. Luthans (2007) states that

organizational culture is the norms and values that direct organizational members' behavior. Each member will behave following the prevailing culture to be accepted by the environment. Meanwhile, according to Sarplin (2006), organizational culture is a system of values, beliefs, and habits in an organization that interacts with the formal system instructors to produce organizational behavior norms. The definition of corporate culture put forward by experts can be synthesized that corporate culture is the values and norms that are mutually agreed upon and upheld by members in an organization to be used as a guide to carry out their work to support the achievement of organizational goals with indicators of shared values, norms. Together and shared assumptions. Thus, corporate culture is a solution that can consistently run well for a group in dealing with problems inside and outside the group.

According to the National Committee on Governance (KNKG), GCG is one of the pillars of the market economic system; GCG is closely related to trust both in the companies that implement it and the business climate in a country. The implementation of GCG encourages healthy competition and a conducive business climate (Diah Kusuma Wardani, 2008: 7). Meanwhile, according to the BPJS Ketenagakerjaan handbook, there are 8 (eight) principles of good governance, namely transparency, accountability, responsibility, independence, fairness, predictability, participation, and dynamism. In implementing Good Corporate Governance (GCG), it is inseparable from the organizational culture that prevails within the organization itself. Culture, according to Schein (2010: 5), is a dynamic phenomenon in the "here and now" conditions and a coercive structural background that affects groups in several ways. The culture itself is continuously applied and created by the interactions that the group makes and is formed by the behavior of the group itself. Geertz (in Driskill & Brendton 2010: 8) argues that organizational culture consists of a significant network that continues to be spun by the organization itself and is built through interactions. The definitions of Good Corporate Governance put forward by experts can be synthesized that Good Corporate Governance is a fundamental principle of a system that must be implemented by everyone with responsibility and the ability to take responsibility for the decisions taken. In other words, in implementing Good Corporate Governance (GCG) in an organization or company, the

concept of TARIF (Transparency, Accountability, Responsibility, Independence, and Fairness) is contained in it.

Based on the description and background and theoretical study above, the hypotheses in this study are as follows:

- H1: There is a positive and significant effect of transformational leadership on GCG in BPJS Ketenagakerjaan.
- H2: There is a positive and significant influence of organizational culture on GCG in BPJS Ketenagakerjaan.
- H3: There is a positive and significant effect of transformational leadership on the performance of BPJS Ketenagakerjaan.
- H4: There is a positive and significant influence of organizational culture on the performance of BPJS Ketenagakerjaan.
- H5: There is a positive and significant effect of GCG on the performance of the Employment BPJS.
- H6: There is a positive and significant effect of transformational leadership on the performance of BPJS Ketenagakerjaan by intervening GCG.
- H7: There is a positive and significant influence of organizational culture on the performance of BPJS Ketenagakerjaan by intervening GCG.

Research Framework

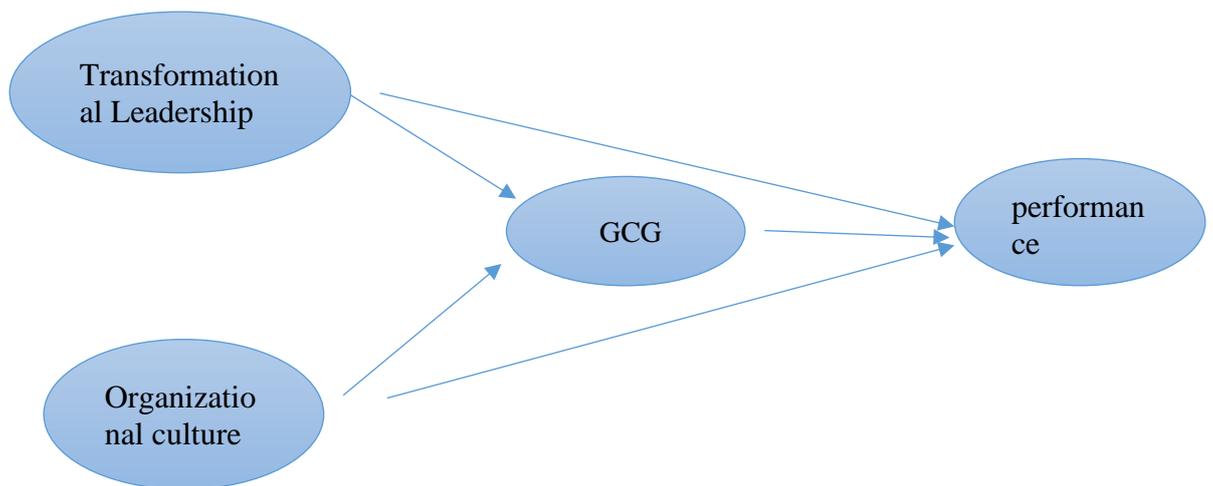


Figure 1. Research Framework

RESEARCH METHOD

The research design (research design) used in this study was a survey design for descriptive and explanative purposes. The descriptive objective is to describe various scenarios of the observed phenomena, for example, in this study regarding the performance of the BPJS, organizational culture that affects the performance of BPJS Ketenagakerjaan. The explanative objective is to explain the causal relationship between the variables to be studied, and this study explains the influence of transformational leadership variables and organizational culture on the performance of BPJS Ketenagakerjaan through Good Corporate Governance (GCG). Meanwhile, the unit of analysis for this research is the Central BPJS Ketenagakerjaan Office, with the respondents being the leaders and employees. The sample is part of the population consisting of a number of members who are selected in the population (Sekaran, 2006). The sample in the study was taken as a whole population (total sampling), namely 37 BPJS Employment Offices, and each office there were 4 (four) leaders who became respondents to be interviewed, so the number of samples in this study became 37 x 4 people to 148 people as a population. . In this study, 75 respondents will be taken.

This study uses multiple regression technical analysis with SPSS 25 software to test the questionnaire and the proposed hypothesis. In this descriptive analysis, the author also uses several techniques to calculate the Mean, Mode, and Standard Deviation to describe the research data. In this descriptive analysis, researchers used software assistance (SPSS software). The inferential analysis is based on quantitative statistical analysis with path analysis techniques by grouping data based on variables, presenting the data under study, performing calculations to answer the problem formulation, and calculating the proposed hypothesis. In analyzing the data that has been obtained, the author uses the multiple linear regression equation methods.

RESULT AND DISCUSSION

The survey was conducted by distributing questionnaires to the Jakarta area according to the scope of the research. The criteria for respondents in this study are individuals who have used an online taxi calling application. In this study, the number of respondents was

339 people. Besides that, there are various profiles of these respondents, as shown in table 1.

Of the 75 respondents, 64 or 85.3% of respondents were female, while the remaining 11 or 14.7% of respondents were male. Most respondents were in the range of more than 40 years, as many as 71 or 94.7% of the total respondents. For education, the most significant number of respondents was undergraduates, as much as 45 or 60% of the total respondents. At the level of education, S2 or master as much as 30 or 40% of the total respondents. The criteria for the position of echelon I-IV respondents were four people or 5.3% of the total respondents, and in the ASN category, there were 71 people or 94.7% of the total respondents.

Tabel 1. Demographic Profile of Respondents

Kriteria	Group	Frequency
Gender	Male	64 (85.3%)
	Female	11 (14.7%)
Age	Less than 25 years	2 (1.3%)
	26 years - 30 years	1 (2.6%)
	31 years - 35 years	0 (0%)
	36 years - 40 years	1 (1.3%)
	More than 40 years	71 (94.7%)
Level of education	S1	45 (60%)
	S2	30 (40%)
Position	ESELON I-IV	4 (5.3%)
	ASN	71 (94.7%)

Source: Output of research data processing

The validity test is used to determine a measuring instrument's accuracy level in carrying out its measuring function. The research instrument's validity test was carried out by correlating each variable score with the respondent's answer to the total score for each variable. If the r count is more significant than 0.3, then the questionnaire is said to be valid, and vice versa if the r count is less than 0.3, then the questionnaire is said to be invalid as a research instrument. The questionnaire regarding transformational leadership consists of 20 statements. The results obtained indicate that the questionnaire items for the variable transformational leadership (X1) are valid. This is indicated by the calculated r -value of each item is more significant than the r table (0.3), meaning that all items of

the transformational leadership variable (X1) have a good level of validity, which means they can measure the variables under study.

The questionnaire regarding organizational culture consists of 16 statement items. The results obtained indicate that the questionnaire items for the variable corporate culture are valid. This is indicated by the calculated r-value of each item is more significant than the r table (0.3), meaning that all variable questions (X2) have a good level of validity which means that they can measure the variables under study.

The questionnaire on Good Corporate Governance (GCG) consists of 24 statement items. The results obtained indicate that the questionnaire items for the variable Good Corporate Governance (GCG) (Y) are valid. This is indicated by the calculated r-value of each item is more significant than the r table (0.3), meaning that all questions on the variable Good Corporate Governance (Y) have a good level of validity which means that they can measure the variables under study.

The questionnaire regarding the Performance of the BPJS Ketenagakerjaan (Z) consists of 26 statement items. The results obtained indicate that the questionnaire items for the BPJS Employment Performance variable (Z) are valid. This is indicated by the calculated r-value of each item more significant than the r table (0.3), meaning that all questions on the variable of BPJS Ketenagakerjaan Performance (Z) have a good validity level which means that they can measure the variables under study.

Table 2. Reliability Test of Research Instruments

Variable	Reliability Value
Transformational leadership	0,947
Organizational culture	0,922
Good Corporate Governance (GCG)	0,903
BPJS Ketenagakerjaan performance	0,968

Source: Output of research data processing

Reliability testing uses Cronbach's alpha formula. The result of the measurement instrument test is reliable, where the minimum acceptable reliability is a positive coefficient above 0.6. From Table 2 above, it can be seen that the reliability value

obtained is greater than the critical, value of 0.6 for each variable of transformational leadership (X1), organizational culture (X2), Good Corporate Governance (GCG) (Y), and BPJS Employment Performance variables (Z). These test results indicate that the measuring instrument used is reliable, so it can be concluded that the measuring instrument used to measure the variable has given consistent results.

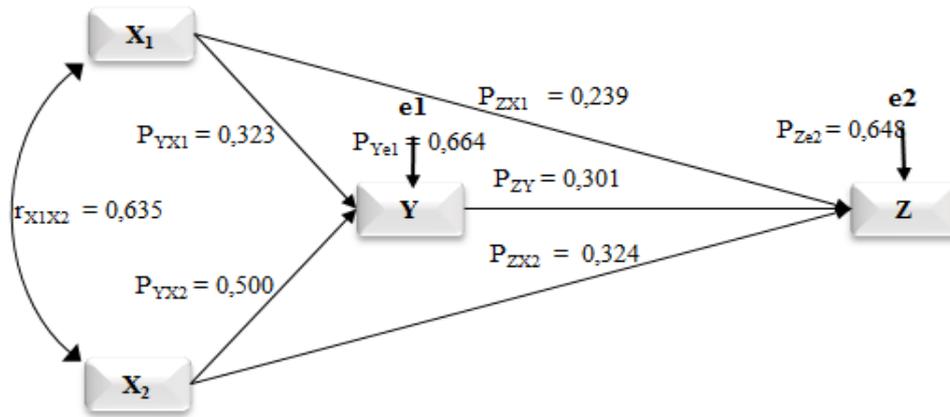


Figure 2. Full Model Structural Model Path Diagram

The results of the calculation of the t-test statistical value obtained show that the t-count is greater than the t-table value ($t = 3.194 > 1.993$). This result is also shown by the statistical significance value (p-value) for the transformational leadership variable (X1) on Good Corporate Governance (GCG) of 0.002, which is smaller than the acceptable error rate of 0.05. From the path coefficient value obtained, the direct and indirect effect of transformational leadership on Good Corporate Governance (GCG) can be calculated as follows:

- The direct effect of X1 on Y
 $= P_{YX1} \cdot P_{YX1} = 0,323 \times 0,323 \times 100\% = 10,3\%$
- The effect of X1 on Y is because it has a relationship with X2
 $= P_{YX1} \cdot P_{X1X2} \cdot P_{YX2} = 0,323 \times 0,635 \times 0,500 \times 100\% = 10,3\%$
- Total Influence = 10,3% + 10,3% = 20,6%

The direct effect of transformational leadership on Good Corporate Governance (GCG) regardless of organizational culture is 10.3%, and the impact of transformational leadership on Good Corporate Governance (GCG) is 10.3%. The results obtained show

that transformational leadership supported by organizational culture affects Good Corporate Governance (GCG) by 20.6%.

These results support the opinion of expert Steven L. McShane (2010: 360) that "Leadership is about influencing, motivating, and enabling others to contribute that the effectivity and success of the organizations of which they are members." Leadership is influencing, motivating, and enabling others to contribute to the effectiveness and success of their organization within the members. While the results of this study are in line with research conducted by Qasim et al. (2014: 64) about "Leadership Behaviors and Work Effectiveness: Investigating Private Health Sector Jalalabad, Afghanistan."

The results of the calculation of the t-test statistical value obtained show that the t-count is greater than the t-table value ($t = 4.937 > 1.993$). This result is also shown by the statistical significance value (p-value) for the variable organizational culture (X2) on Good Corporate Governance (GCG) of 0.000, which is smaller than the acceptable error rate of 0.05. So it can be concluded that there is a significant influence of organizational culture on Good Corporate Governance (GCG). From the path coefficient value obtained, the direct and indirect effect of organizational culture on Good Corporate Governance (GCG) can be calculated as follows:

- The direct effect of X2 on Y
 $= PYX_2. P YX_2 = 0,500 \times 0,500 \times 100\% = 25,0\%$.
- The effect of X2 on Y because it has a relationship with X1
 $= PYX_2. PX1X_2. PYX1 = 0,500 \times 0,635 \times 0,323 \times 100\% = 10,3 \%$
- Total Influence = 25,0% + 10,3% = 35,3%

The direct influence of organizational culture on Good Corporate Governance (GCG) without paying attention to transformational leadership was obtained by 25.0%, and the impact of organizational culture on Good Corporate Governance (GCG), if it was seen that there was a relationship with transformational leadership, was obtained at 10.3%. The results obtained show that organizational culture supported by transformational leadership has an effect on Good Corporate Governance (GCG) by 35.3%.

These results support McShane and Von Glinow's (2005: 452) expert opinion, which states that "a strong culture increases organizational performance only when the cultural content is appropriate for an organization's environment." In addition to the verification

analysis above, this study's results are descriptive of the significance of the influence of organizational culture on GCG. The descriptive results show that the corporate culture has been carried out well in the BPJS Ketenagakerjaan office, classified as good. It is proven that the average score of the organizational culture dimension is: the indicator of shared values is 4.77, shared norms are 4.62, and basic assumptions are 4.47. This means that almost all indicators in the dimensions of organizational culture have contributed highly to shaping GCG in the BPJS Ketenagakerjaan Office.

These results support the opinion of expert Steven L. McShane (2010: 360) that "Leadership is about influencing, motivating, and enabling others to contribute that the effectivity and success of the organizations of which they are members." Leadership is influencing, motivating, and enabling others to contribute to the effectiveness and success of their organization within the members. While the results of this study are in line with research conducted by Qasim et al. (2014: 64) about "Leadership Behaviors and Work Effectiveness: Investigating Private Health Sector Jalalabad, Afghanistan."

The results of the calculation of the t-test statistical value obtained show that the t-count is greater than the t-table value ($t = 2.244 > 1.994$). This result is also indicated by the statistical significance value (p-value) for the transformational leadership variable (X1) on the BPJS Employment Performance of 0.028, which is smaller than the acceptable error rate of 0.05. So it can be concluded that there is a significant effect of transformational leadership on the Employment BPJS. From the path coefficient value obtained, it can be calculated that the direct impact of transformational leadership on the performance of the BPJS Ketenagakerjaan is as follows:

- The direct effect of X1 on Y
 $= \text{PYX}_1. \text{P YX}_1 = 0,323 \times 0,323 \times 100\% = 5,7\%$

The direct effect of transformational leadership on BPJS Ketenagakerjaan without regard to organizational culture is 5.7%. The results of the calculation of the t-test statistical value obtained show that the t-count is greater than the t-table value ($t = 2.811 > 1.994$). This result is also indicated by the statistical significance value (p-value) for the organizational culture variable (X2) on the BPJS Employment Performance of 0.006, which is smaller than the acceptable error rate of 0.05. So it can be concluded that there is a significant influence of organizational culture on the Employment BPJS.

These results support experts' opinion, namely, McShane and Von Glinow (2005: 452), which state that "a strong culture increases organizational performance only when the cultural content is appropriate for an organization's environment". Also, these results support Luthans (2007) opinion, which states that organizational culture is the norms and values that direct organizational members' behaviour. Each member will behave following the prevailing culture to be accepted by the environment.

From the path coefficient value obtained, it can be calculated that the direct influence of organizational culture on BPJS Employment Performance is as follows:

- The direct effect of X2 on Y
 $= PYX_2. P YX_2 = 0,324 \times 0,324 \times 100\% = 10,5\%$.

The direct influence of organizational culture on BPJS Ketenagakerjaan without regard to transformational leadership is obtained at 10.5%. The results of the calculation of the t-test statistical value obtained show that the t-count is greater than the t-table value ($t = 2.594 > 1.994$). This result is also shown by the statistical significance value (p-value) for the variable Good Corporate Governance (GCG) (Y) on the BPJS Employment Performance of 0.012, which is smaller than the acceptable error rate of 0.05. So it can be concluded that there is a significant effect of Good Corporate Governance (GCG) on BPJS Ketenagakerjaan. From the path coefficient value obtained, it can be calculated that the direct impact of Good Corporate Governance (GCG) on BPJS Employment Performance is as follows:

- $= PZY. P ZY = 0,301 \times 0,301 \times 100\% = 9,0\%$.

The direct effect of Good Corporate Governance (GCG) on BPJS Employment Performance is 9.0%. These results support expert opinions, including Chinn (2000), and Shaw (2003) and Monks (2003), which state that GCG is a system that regulates and controls companies to create value-added for all stakeholders. Of course, in this case, good corporate governance can increase value for all interested in an organization.

Also, this study's results support the opinion of Steger and Amann (2008: 4), which states that "Corporate governance establishes clear structures regarding accountability, responsibility, and transparency, at the head of the company and defines the role of boards and management.". This means that BPJS Ketenagakerjaan has implemented the GCG

dimension to improve good corporate governance and has been proven to have contributed significantly to enhancing BPJS Ketenagakerjaan to date.

The results of testing the significance of transformational leadership through Good Corporate Governance (GCG) on the performance of the BPJS Employment show that the t-count is 2.0120. The t-statistic value obtained (2.0120) is greater than the critical (1.96). The prob (significance) value of the T-statistic test is 0.0442, which is smaller than the level of $\alpha = 0.05$ so that the test conclusion is significant at the 5% significance level so that the test decision is to reject H_0 so that H_a is accepted. Thus it can be concluded that transformational leadership has an effect on BPJS Employment Performance through Good Corporate Governance (GCG). Transformational leadership has an indirect effect through Good Corporate Governance (GCG) on the performance of BPJS Ketenagakerjaan by 9.7%.

These results support the opinion of expert Steven L. McShane (2010: 360) that "Leadership is about influencing, motivating, and enabling others to contribute that the effectivity and success of the organizations of which they are members". Leadership is influencing, motivating, and enabling others to contribute to the effectiveness and success of their organization within the members. While the results of this study are in line with research conducted by Qasim et al. (2014: 64) about "Leadership Behaviors and Work Effectiveness: Investigating Private Health Sector Jalalabad, Afghanistan".

The results of testing the Significance of the Influence of Organizational Culture through Good Corporate Governance (GCG) on BPJS Employment Performance show that the count is 2.2922. The t-statistic value obtained (2.2922) is greater than the critical (1.96). The prob (significance) value of the T-statistic test is 0.02189, which is smaller than the level of $\alpha = 0.05$ so that the conclusion of the test is significant at the 5% significance level so that the test decision is to reject H_0 so that H_a is accepted. Thus, it can be concluded that organizational culture affects BPJS Employment Performance through Good Corporate Governance (GCG). Organizational culture influences through Good Corporate Governance (GCG) on BPJS Employment's performance indirectly by 15.0%. These results support the opinions of experts, including Chinn (2000), and Shaw (2003) and Monks (2003), which state that GCG is a system that regulates and controls a

company to create value-added for all stakeholders. Of course, in this case, good corporate governance can increase value for all interested parties in an organization.

CONCLUSION

This research is intended to determine the factors that can affect the performance of Employment PBJS, including transformational leadership, organizational culture and GCG. Based on statistical hypothesis testing and research discussion, the following conclusions are obtained from statistical calculations.

Transformational leadership has a positive direct effect on GCG in the BPJS Employment Office. This shows that transformational leadership has been executed well and contributes well to the improvement of GCG. That this transformational leadership has a more significant influence on GCG has also been determined by the improvement in the contribution of 4 transformational leadership indicators: idealized influence, inspired motivation, intellectual stimulus and individual consideration. Therefore transformational leadership must be maintained for all BPJS employees to improve GCG.

Organizational culture has a positive direct effect on GCG at the BPJS Ketenagakerjaan Office. This shows that the corporate culture has been carried out well and has contributed well to the improvement of GCG. That this organizational culture has a more significant influence on GCG is also determined by the improvement in the contribution of 3 indicators of organizational culture, which include: shared values, shared norms, and shared assumptions. Therefore, BPJS must create a positive work culture related to values and norms to improve GCG.

Transformational leadership has a positive direct effect on the performance of the BPJS Ketenagakerjaan. This shows that transformational leadership has been executed well and has contributed well to BPJS Employment Performance. That this transformational leadership can have a more significant effect on BPJS Employment performance is also determined by the improvement in the contribution of 4 transformational leadership indicators, which include: ideal influence, inspired motivation, intellectual stimulus and individual balance. Therefore, transformational leadership must be maintained for all BPJS employees to improve performance.

Organizational culture has a positive direct effect on the Performance of the Employment BPJS. This shows that the organizational culture has been carried out well and has contributed well to the improvement of BPJS Employment Performance. That this organizational culture can have a more significant effect on BPJS Ketenagakerjaan has been determined by the improvement in the contribution of 3 indicators of organizational culture, which include: shared values, shared norms, and shared assumptions. Therefore, BPJS must create a positive work culture related to values and norms to improve employee performance.

GCG has a positive direct effect on the Performance of the Employment BPJS. This shows that GCG has been carried out well and has contributed well to BPJS Employment Performance. That this GCG has a more significant effect on BPJS Ketenagakerjaan by improving the contribution of indicators of transparency, accountability, responsibility, independence, fairness, predictability, participation, and dynamism.

Transformational leadership has a positive indirect positive effect on BPJS Employment Performance through GCG. This shows that transformational leadership has been executed well and has contributed well to BPJS Ketenagakerjaan performance through GCG. That this transformational leadership has contributed well to the performance of BPJS Ketenagakerjaan due to the improved contribution of 4 transformational leadership indicators, which include: ideal influence, inspired motivation, intellectual stimulus and individual balance, as well as the contribution of 8 GCG indicators which include: transparency, accountability, responsibility, independence, fairness, predictability, participation, and dynamism.

Trust Organizational culture has a positive indirect effect on BPJS Employment Performance through GCG. This shows that the organizational culture has been carried out well and has contributed well to the improvement of BPJS Employment Performance through GCG. This study suggests that further research can develop a research model by making a research model that is different from the model in this study, which is in the current state and adds the latest human resource theories. Besides that, further research can discuss government agencies, the private sector, or BUMN to add to the research treasury and make decisions related to improving employee performance.

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