Optimizing Performance through Employee Work Motivation

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Abstract

Employee performance is a major factor in the success of an organization, including BPJS Employment. This study aims to analyze the influence of leadership style and organizational culture on employee performance, with motivation as a moderating variable. The research method used is a quantitative approach with data collection techniques through questionnaire surveys distributed to BPJS Employment employees at the Kisaran Branch and Padang Sidempuan Branch. Data analysis was carried out using regression methods and moderation tests to determine the relationship between variables. The results of the study indicate that leadership style has a significant influence on employee performance. A strong organizational culture also contributes to increasing employee productivity and loyalty. In addition, employee motivation has been shown to moderate the relationship between leadership style and organizational culture on performance, where high motivation strengthens the positive impact of leadership and organizational culture on employee performance. The implication of this study is the importance of leaders in implementing an appropriate leadership style and building a positive organizational culture in order to improve employee performance. BPJS Employment is advised to develop leadership training programs, strengthen a productive work culture, and provide incentives that can increase employee motivation.

Keywords: Leadership Style, Organizational Culture, Employee Performance, Motivation, BPJS Employment.

INTRODUCTION

Human resources are an important factor in an organization or company. In order for management activities to run well, the company must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. Human Resources (HR) have a very important role in an organization, both private and government agencies. HR is one of the determinants of an organization in achieving its goals. Thus, HR is part of an organizational system, which of course is also part of a performance management system with an emphasis on achieving work results, both individual performance and organizational performance.

Leadership style is a tactic used by a leader to undermine the confidence of another leader. Leadership style is a behavioral norm used by three people at once when the person tries to influence the behavior of others. Each of the styles mentioned above has a unique personality and temperament. A leader will use a leadership style based on his or her personal abilities and preferences. The functioning mode of an organization and its ability to survive are greatly influenced by leadership; in fact, leadership is one of the key factors that determine the success of an organization in realizing its vision, mission, and goals.

There are various ways for management to grow a more perfect culture. The formation of organizational culture as described by Robbins (2016), begins with the philosophy of the founder of the organization (they have a vision of how the organization should be), the original culture is derived from the philosophy of the founder, which then

influences the criteria used in hiring its members/employees. It is true that identifying and measuring organizational culture accurately may be difficult, but this can be done by looking at the company's human resources. A company consists of various people with different backgrounds, personalities, and levels of expertise. Therefore, in order to implement the organization's vision and goals simultaneously, it is necessary to recognize the perspectives. Organizational culture or company culture is a set of shared and agreed attitudes, behaviors, conventions, values, and beliefs that encourage collaboration. Employee consistency is facilitated by a strong organizational culture, therefore having a strong culture in the company is very important.

If an organization wants every employee to be able to make a positive contribution to achieving the company's goals, then motivation is an important factor that needs to be considered. If someone is motivated, then he will carry out his duties and obligations with enthusiasm. The importance of motivation comes from the fact that motivation drives, channels, and maintains human behavior, allowing people to exert great effort and enthusiasm in achieving their goals. Since motivation and performance are closely related, strong motivation is associated with high performance. Employee motivation plays an important role in the workplace. Conversely, low motivation will also result in low employee performance. In general, motivation refers to why and how someone behaves in a certain way.

The result of an employee's performance in working is the employee's performance. Performance is a summary of the results of an employee's work during a specified period of time. The final result of a task supported by an employee who is equipped with abilities, direction, and goals is his/her performance. Performance is the result of individual or group work in an organization, based on the responsibility of each person in achieving organizational goals in a manner that is in accordance with law, morality, and ethics. Employee performance is very important for an organization; if employees perform poorly, the organization will be hampered in its efforts to achieve its goals. Performance is the achievement of work results by employees, both in quantity and quality of their work performance within a specified time period, in accordance with the tasks and obligations given. There are several variables that may affect a person's performance, one of which is motivation in working.

The phenomenon that occurred at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch is that the leadership style used is not suitable for employees so that many employees' performance is not good, the organizational culture is also not good, making employees also cause problems in their performance, in their work employees are often given motivation by their superiors but it does not change their performance properly because the motivation given is not in accordance with the conditions in the organization so that employees do not care about the motivation given, employee performance is very problematic in terms of time and competence is very poor

In this study there is a problem formulation, so the problem formulation in this study is as follows:

1. Does Leadership Style Have a Positive and Significant Influence on Employee Performance at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch?
2. Does Organizational Culture have a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch?
3. Does Motivation Have a Positive and Significant Influence on Employee Performance at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch?
4. Does Leadership Style Have a Positive and Significant Influence on Employee Performance in Moderating Employee Motivation at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch?
5. Does Organizational Culture have a positive and significant effect on Employee Performance in moderating Employee Motivation at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch?

The objectives of this research are as follows:

1. To determine and analyze the influence of Leadership Style on Employee Performance at BPJS Employment Kisaran Branch and Padang Sidimpuan Branch.
2. To determine and analyze the influence of Organizational Culture on Employee Performance at BPJS Employment Kisaran Branch and Padang Sidimpuan Branch.
3. To determine and analyze the influence of Motivation on Employee Performance at BPJS Employment, Kisaran Branch and Padang Sidimpuan Branch.
4. To determine and analyze the influence of Leadership Style on Employee Performance in moderating Employee Motivation at BPJS Employment Kisaran Branch and Padang Sidimpuan Branch.
5. To determine and analyze the influence of Organizational Culture on Employee Performance in moderating Employee Motivation at BPJS Employment Kisaran Branch and Padang Sidimpuan Branch.

LITERATURE REVIEW
Leadership Style

According to Kartono (2016), leadership style defines "leadership style as behavioral patterns applied by a leader in working through other people as perceived by people". Zaharuddin (2021) said that leadership style is the behavior or method chosen and used by leaders to influence the thoughts, attitudes and behavior of their subordinate organizational members.

Leadership Style Indicators

According to Kartono (2016), the leadership style indicators are as follows:
1. Decision Making Ability

Decision making is a systematic approach to the nature of the alternatives faced and taking the action that is calculated to be the most appropriate action.
2. Ability to Motivate

Motivational ability is the driving force that causes a member of an organization to be willing and ready to mobilize his abilities (in the form of expertise or skills), energy

and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various targets of the organization that have been previously determined.

3. Communication Skills

Communication skills are the ability or capability to convey messages, ideas or thoughts to other people with the aim that the other person understands what is meant well, directly verbally or indirectly.

4. Ability to Control

Subordinates A leader has a desire to make others follow his wishes by using personal power or positional power effectively and appropriately for the long-term interests of the company. This includes telling others what to do in a tone that varies from assertive to demanding or even threatening. The goal is for tasks to be completed properly.

5. Ability to Control Emotions

The ability to control emotions is very important for the success of our lives. The better our ability to control emotions, the easier it is for us to achieve happiness.

Organizational culture

Organizational culture refers to the general views held by members of an organization regarding the value system implemented by the organization. This value system has an influence on the actions and behavior of members of the organization, and is a factor that distinguishes one organization from another Busro (2020). Meanwhile, according to Edison (2016), "Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force to improve the quality of work of employees and company managers.

Organizational Culture Indicators

Organizational culture indicators according to Busro (2020), are as follows:

1. Confidence in yourself.
2. A firm attitude.
3. Ability to manage emotions.
4. Ability to take initiative.
5. Skills in conducting supervision.

Employee Motivation

According to Hasibuan (2017), motivation is the provision of driving force that creates a person's passion for work so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction. According to Sedarmayanti (2017) work motivation is something that creates a drive/work spirit/driver of work spirit.

Employee Motivation Indicators

According to Hasibuan (2017), employee work motivation is influenced by the need for achievement, the need for affiliation, the need for competence, and the need for power. The need factor is a marker for determining indicators of employee work motivation, namely:

1. The need for achievement, which is a desire to overcome or defeat a challenge, to advance and develop.
2. The need for affiliation, which is the desire to have relationships with other people.
3. The need for competence, namely the drive to complete quality work.
4. The need for power, which is the drive to control a situation. In this case there is a tendency to take risks and destroy obstacles that occur.
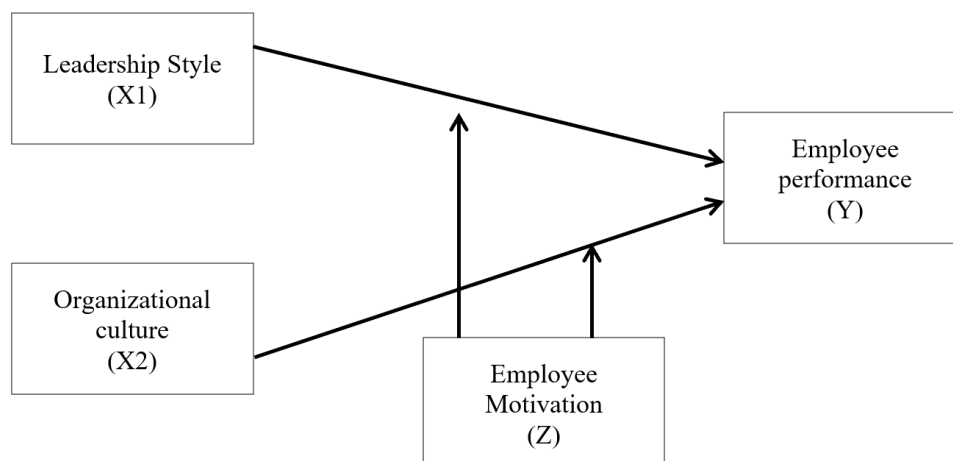
Employee performance

According to Mangkunegara (2017), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sutrisno (2016), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with authority and responsibility.

Employee Performance Indicators

According to Mangkunegara (2017), the indicators of employee performance are as follows:

1. Quality of work. How well an employee does what he or she is supposed to do.
2. Quantity of Work. How long an employee works in one day. This quantity of work can be seen from the working speed of each employee.
3. Task Execution. How far employees are able to do their jobs accurately or without errors.
4. Responsibility. Awareness of the obligation to do one's work accurately or without error.

Conceptual Framework

Research Hypothesis

1. H1: Leadership style has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch.
2. H2: Organizational Culture has a positive and significant effect on Employee Performance at BPJS Employment, Kisaran Branch and Padang Sidimpuan Branch.
3. H3: Motivation has a positive and significant effect on Employee Performance at BPJS Employment, Kisaran Branch and Padang Sidimpuan Branch.
4. H4: Leadership style has a positive and significant effect on employee performance moderated by employee motivation at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch.
5. H5: Organizational Culture has a positive and significant effect on Employee Performance moderated by Employee Motivation at BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch.

METHOD

In this study, the researcher used a quantitative research type. According to Sugiyono (2019), quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing the established hypothesis.

The data source in this study uses primary data sources whose data is taken directly from the research location. According to Sugiyono (2019) primary data is a data source that directly provides data to data collectors. Primary data collection techniques obtained directly through filling out questionnaires at the BPJS Ketenagakerjaan Kisaran Branch and Padang Sidimpuan Branch.

This research was conducted at BPJS Ketenagakerjaan in two branches, namely at the Kisaran Branch Office on Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padang Sidimpuan Batunadua District, Padang Sidempuan City, North Sumatra 22733. The research period was conducted from December 2024 to February 2025.

The population in this study was 81 employees consisting of 2 Padang Sidimpuan Branches totaling 39 employees while the Kisaran Branch totaling 42 employees. According to Sugiyono (2019) population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

The sample used in this study was all the population in BPJS Padang Sidimpuan and the range was 81 and the sampling technique used was the saturated sampling technique in which the researcher took all the population as samples. According to Sugiyono (2019) a sample is part of the number and characteristics possessed by the population. According to Sugiyono (2019) Saturated Sampling is a sample selection technique when all members of the population are sampled. The sampling technique in this study uses the Saturated Sampling Technique, where all populations in this study are sampled.

This research was conducted in two places, namely BPJS Ketenagakerjaan Padang Sidempuan Branch and BPJS Ketenagakerjaan Kisaran. This research was conducted for 3 months from July to completion.

This data collection technique is to use a questionnaire and distribute it with primary data sources as a source of research data. According to (Sugiyono, 2019) a questionnaire is a data collection method carried out by providing a set of questions or written questions to respondents to answer.

Data Analysis Methods
Structural Equation Model

The research hypothesis testing was conducted using the Structural Equation Modelling (SEM) approach based on PLS. SEM is a multivariate statistical analysis technique that is generally used to analyze structural relationships that are relatively difficult to measure simultaneously. In addition, it can be used to analyze structural relationships between measured variables and latent constructs. This technique is a combination of factor analysis and multiple regression analysis. SEM is categorized into two approaches. The first approach is called Covariance Based SEM (CBSEM) with a covariance basis and the second approach is called Variance Based SEM with a variance basis.

According to Ghozali & Latan (2015) CBSEM tests the causal relationship of structural models built on the basis of theory and confirms whether the model based on the theory is no different from the empirical model, while PLS is more of a predictive model. PLS is a powerful analysis method because it is not based on many assumptions. Data does not have to be normally distributed, samples do not have to be large, PLS can also be used to confirm theories, and can be used to explain the presence or absence of relationships between latent variables. PLS can analyze constructs formed with reflective indicators and formative indicators at the same time, which cannot be done by CBSEM because an unidentified model will occur (Ghozali & Latan, 2015).

Designing a Measurement Model (Outer Model)

Referring to Ghozali and Latan (2015) Outer model is often also called outer relation or measurement model defines how each indicator relates to its latent variable. Outer model analysis is used to ensure that the measurement used is suitable for measurement (valid and reliable) with several indicators as follows:

a. Convergent Validity, measurement with reflective indicators is assessed based on the correlation between item scores/component scores with construct scores. The individual reflective measure is said to be high if it correlates more than 0.70. However, for early stage research from the development of a measurement scale, a value of 0.50 to 0.60 is considered sufficient.

b. Discriminant Validity, value based on crossloading with construct. If the correlation of construct with measurement item is greater compared to other construct measures, it indicates that latent construct predicts the measure in the block better than the measure in other blocks. Another method is by comparing the square root of average variance

extracted (AVE) value of each construct with the correlation with other constructs in the model. This measurement can be used to measure the reliability of latent variable component score and the results are more conservative compared to composite reliability (pc). recommended AVE value> 0.50.

c. Composite Reliability & Cronbach Alpha, measuring a construct can be evaluated with two types of measurements, namely internal consistency and Cronbach Alpha. Data that has composite reliability > 0.70 can be said to have a high reliability value. The reliability test is strengthened by the expected Cronbach Alpha value. 0.70 on each indicator.

Moderation Variable Analysis

Moderation hypothesis testing is done by moderated regression analysis (MRA) estimated by SEM-PLS (Ghozali and Latan, 2015). To test Performance as a moderating variable of the relationship between Motivation in moderating Leadership Style and Organizational Culture, a variable can be said to be a moderating variable will be stated as meaningful or significant if the significant t value is less than or equal to 0.05. The criteria used as a basis for comparison are as follows:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05

Designing Structural Model (Inner Model)

According to Ghozali and Latan (2015) Inner model is often also called inner relation model which describes the relationship between latent variables based on substantive theory. The design of structural model of relationship between latent variables is based on the formulation of research problem or hypothesis. In the evaluation of this model, estimation can be done through several stages. The use of R-square for dependent construct, Stone-Geisser Q-Square test for predictive relevance and t-test and significance of structural path parameter coefficient. The R-square method is used to see each dependent latent variable. The interpretation is the same as the interpretation in regression.

To test the effect of independent variables partially on dependent variables, partial regression coefficient testing (t-test) is used, namely by comparing t-count and t-table. Each of these calculation results is then compared with the t-table obtained using a significance level of 0.05. The regression equation will be declared meaningful or significant if the significant t value is less than or equal to 0.05. The criteria used as the basis for comparison are as follows:

The hypothesis is rejected if the t-count < 1.96 or the sig value > 0.05

The hypothesis is accepted if the t-count > 1.96 or the sig value < 0.05

RESULTS AND DISCUSSION

By conducting initial testing of the questionnaire instrument, the accuracy and reliability of the variable and indicator data collected for this study have been confirmed. From the test results, it is known that there are four variables in the model that will be used in the study, as listed below:

Evaluation of measurement model (outer model)
Convergent Validity

In this study, the acceptable loading factor value is 0.7 and the acceptable AVE value is 0.5, if the value is higher, it is considered valid. Indicators are considered valid if they have a value > 0.7 when explaining the construction variables. The following graph shows the structural model of this study
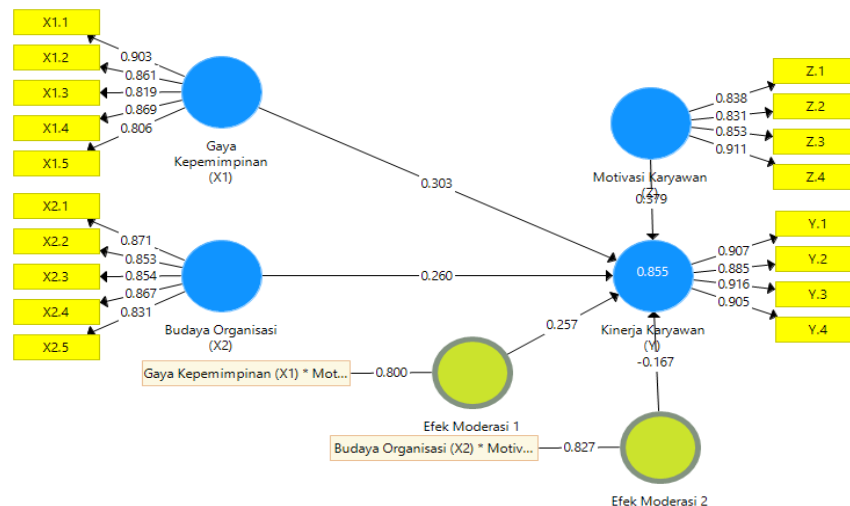

Figure 2. Research Model in SmartPLS
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$Y = b1X1 + b2Z + b3X1Z\ e1$
$Y = 0.303 + 0.379 + 0.257 + e1$

$Y = b2X2 + b3Z + b4X2Z + e2$
$Y = 0.260 + 0.379 - 0.167 + e2$

Table 1. Outer Loadings/Cross Loading

Organizational Culture (X2)	Leadership Style (X1)	Employee Performance (Y)	Employee Motivation (Z)
	0.903		
	0.861		
	0.819		
	0.869		
	0.806		
0.871			
0.853			

0.854			
0.867			
0.831			
		0.907	
		0.885	
		0.916	
		0.905	
			0.838
			0.831
			0.853
			0.911

Source: Smart PLS 3.3.3

In table 1, each variable shows a value above 0.7 on its indicator, indicating the validity of the data for further research. After getting the results, this research is continued to the next stage.

Discriminant Validity

This discussion will focus on the results of the discriminant validity test in this section. The cross loading value is used to test the discriminant validity. If the cross loading of an indicator is higher than other variables, it indicates discriminant validity. The cross loading value for each indicator is as follows:

Table 2. Discriminant Validity

	Organizational Culture (X2)	Leadership Style (X1)	Employee Performance (Y)	Employee Motivation (Z)
X1.1	0.798	**0.903**	0.817	0.823
X1.2	0.743	**0.861**	0.803	0.727
X1.3	0.709	**0.819**	0.708	0.707
X1.4	0.818	**0.869**	0.741	0.731
X1.5	0.765	**0.806**	0.649	0.677
X2.1	**0.871**	0.741	0.758	0.698
X2.2	**0.853**	0.776	0.797	0.765
X2.3	**0.854**	0.795	0.775	0.815
X2.4	**0.867**	0.792	0.719	0.695
X2.5	**0.831**	0.735	0.696	0.686
Y.1	0.873	0.878	**0.907**	0.922
Y.2	0.719	0.701	**0.885**	0.702
Y.3	0.748	0.743	**0.916**	0.796
Y.4	0.813	0.826	**0.905**	0.725

	Organizational Culture (X2)	Leadership Style (X1)	Employee Performance (Y)	Employee Motivation (Z)
Z.1	0.792	0.754	0.701	**0.838**
Z.2	0.680	0.656	0.707	**0.831**
Z.3	0.737	0.757	0.773	**0.853**
Z.4	0.743	0.789	0.826	**0.911**

Source: Smart PLS 3.3.3

In table 2. There is a cross loading factor value on each variable and indicator, there is a value that is greater than the cross loading factor value on each other variable, the cross loading factor of the organizational culture variable has a value that is greater than the cross loading of other latent variables, the cross loading factor value of the leadership style variable is greater than the cross loading factor value on other latent variables, the cross loading value of the employee performance variable is greater than the cross loading of other latent factors, the cross loading factor value on the employee motivation variable is greater than the cross loading value on other latent variables.

Composite reliability

In composite reliability analysis, the reliability coefficient of each variable is correlated. Research is said to be reliable if the variable value is more than 0.60, but not reliable if it is less than 0.60 or as low as 0.07. There are several evaluation blocks that can show the effectiveness and validity of research, such as Coanbach alpha, composite reliability, and AVE values shown in the table below.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	**0.908**	**0.932**	**0.731**
Leadership Style (X1)	**0.905**	**0.930**	**0.726**
Employee Performance (Y)	**0.925**	**0.947**	**0.816**
Employee Motivation (Z)	**0.881**	**0.918**	**0.738**

Source: Smart PLS 3.3.3

Table 3 shows the high reliability of the data for each variable by showing that all variable values in the Cronbach alpha column are greater than 0.7. Because the data is above 0.6, it is known that the composite reliability column has a value greater than 0.6, which means that each variable is considered reliable. The value of each variable in the AVE column needs to be checked whether it is greater than 0.7, which means that the data is valid

according to AVE. Because each variable value in the reliability, AVE, and Cronbach alpha columns is greater than 0.7 and 0.6, respectively, the value is considered valid and reliable.

Inner Model Analysis

To ensure the baseline model is accurate and robust, an internal model evaluation is performed. The completed checkpoints are one of the markers taken into account when evaluating the primary model.

Coefficient of Determination (R2)

By using the SmartPLS 3.0 program to process the data, here's how to determine the R Square value:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.855	0.845

Source: Smart PLS 3.3.3

There is an R square value in table 4 of employee performance with a value of 0.855 and if changed to a percentage it becomes 85.5%, meaning the influence of leadership style, organizational culture and employee motivation is 0.855 and the rest is in other variables.

Hypothesis Testing

The relationship between idle build and data in this example must be ascertained after the deep model is created. T-Statistics and P-Values are checked to perform statistical analysis in this case study. To determine whether the P-Values < 0.05 and T-Insights > 1.96 are used speculation. The impact of the Road Impact Coefficient over time is as follows:

Table 5. Hypothesis Results

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X2) -> Employee Performance (Y)	0.260	2,056	**0.020**	**Accepted**
Moderation Effect 1 -> Employee Performance (Y)	0.257	2,222	**0.013**	**Accepted**
Moderation Effect 2 -> Employee Performance (Y)	-0.167	1,549	**0.061**	**Rejected**
Leadership Style (X1) -> Employee Performance (Y)	0.303	2,270	**0.012**	**Accepted**

Employee Motivation (Z) -> Employee Performance (Y)	0.379	3,622	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

The hypothesis results in table 5 are the final results of the research and will be explained as follows:

1. Organizational Culture has a positive and significant effect on Employee Performance with an original sample value of 0.260 and p values of 0.020, meaning that if organizational culture improves, employee performance will improve, conversely, if it decreases, employee performance will decrease.

2. Leadership style has a positive effect on employee performance moderated by employee motivation with an original sample value of 0.257 and p values of 0.013, meaning that employee motivation is able to moderate or strengthen the influence of leadership style on employee performance.

3. Organizational Culture has a negative effect on Employee Performance which is moderated by Employee Motivation with an original sample value of -0.167 and p values of 0.061, meaning that employee motivation cannot moderate organizational culture on employee performance or motivation is not a moderating variable.

4. Leadership style has a positive and significant effect on employee performance with an original sample value of 0.303 and p values of 0.012, meaning that if the leadership style improves, employee performance will improve, conversely, if it decreases, employee performance will decrease.

5. Employee motivation has a positive and significant effect on employee performance with an original sample value of 0.379 and p values of 0.000, meaning that if employee motivation increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.

CLOSING
Conclusion

After getting the results of this research and describing them through hypotheses, the conclusions of this research are as follows:

1. Organizational Culture has a positive and significant effect on Employee Performance with an original sample value of 0.260 and p values of 0.020.

2. Leadership Style has a positive effect on Employee Performance moderated by Employee Motivation with an original sample value of 0.257 and p values of 0.013.

3. Organizational Culture has a negative effect on Employee Performance which is moderated by Employee Motivation with an original sample value of -0.167 and p values of 0.061.

4. Leadership style has a positive and significant effect on employee performance with an original sample value of 0.303 and p values of 0.012.

5. Employee Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.379 and p values of 0.000.

Suggestion

After getting the conclusion, the research will provide suggestions, the suggestions given are as follows:

1. Effective leadership style depends on the level of readiness and competence of employees. You can test whether leaders in BPJS Ketenagakerjaan adjust their leadership style based on employee characteristics.
2. Identify the most relevant dimensions of organizational culture, such as adaptability, engagement, consistency, and organizational mission.
3. Use comprehensive employee performance measures, such as productivity, work quality, and job satisfaction.
4. BPJS Ketenagakerjaan needs to implement a leadership style that suits employee needs, for example transformational leadership to increase motivation and performance.
5. Leaders should be given leadership training, including communication skills, decision making, and providing feedback to employees.
6. Implementation of coaching and mentoring systems to increase employee engagement and motivation.

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