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The Influence of Leadership and Compensation on Testing Service achievement with Work Motivation as an Intervening Variable (Case research at the General Service Agency of the Center for Standardization and Industrial Service in Bogor)

Mardlo Zulkarnain^{1*}, Ahmad Badawi Saluy², Novawiguna Kemalasari³
^{1,2,3}Mercu Buana University Jakarta, Indonesia

*Corresponding Author: mardlo.zn@gmail.com

Abstract: Utilizing leadership, compensation, and motivation as intermediary variables, this research seeks to enhance the achievement of testing service personnel at the Center for Standardization and Industrial Services. A quantitative method is utilized in this investigation. Quantitative research is a positivist-based approach to researching populations or samples, with the goal of testing hypotheses via the use of research instruments and quantitative/statistical data analysis. The following outcomes are derived from the research and data analysis conducted; 1) The assessment services achievement at BBSPJI in Bogor is positively and insignificantly affected by leadership. At BBSPJI in Bogor, testing service achievement is positively and insignificantly affected by compensation. 3) The impact of leadership on motivation is both good and substantial. 4) There is a small but favourable impact of compensation on motivation. 5) The testing services at BBSPJI in Bogor are significantly and positively impacted by motivation. 6) utilizing motivation as an intermediary variable, leadership at BBSPJI in Bogor has a favourable and considerable impact on the achievement of testing services. 7) utilizing incentive as a moderating variable, compensation has a small but favourable impact on testing service achievement at BBSPJI in Bogor.

Keywords: Leadership, Compensation, Motivation, Employee Achievement

INTRODUCTION

In achieving their goals, all organisations will inevitably face more complicated obstacles. As the resource that drives organisational activities and controls other organisational elements such as capital, materials, and technology - roles and functions that cannot be replicated - human resources (HR) is a key component in determining the success of an organisation. Organisational operations will be inefficient without adequate human resources.

How well a company's personnel do their jobs is directly proportional to how successful the company is. An organisation's ability to carry out and achieve its goals depends on its knowledge of the elements that improve employee achievement. One of the service units that conducts testing of both food and non-food ingredients is the BLU-BBSPJI Testing Laboratory. With accreditation number LP-057-IDN, the BLU-BBSPJI Testing Laboratory has been

recognised by the National Accreditation Committee (KAN) as a reliable, impartial, and expert testing service provider in accordance with ISO 17025:2017. The BLU-BBSPJI Testing Laboratory is part of the Indonesian Food Testing Laboratory Network (JLPPI). On 10 September 2018, the Indonesian Testing Laboratory Commission (KLPPPI) designated the BLU-BBSPJI Testing Laboratory as the Indonesian Food Testing Reference Laboratory (LRPPI) for the testing parameters of heavy metal contamination and mycotoxins in food intermediates and raw materials.

Organisational goals are created, innovated and achieved by human resources. Human resources (HR) are an integral part of every organisation, serving not only as a means to an end (production) but also as the driver and determinant of all organisational operations and the continuity of the production process. Without human resources, BLU-BBSPJI will not be able to achieve its achievement goals. In terms of employee welfare, compensation is an important factor to consider. Employees will not give their all to their work if their pay is unfair, and the company as a whole will suffer as a result.

According to their outcomes, Julianry et al. (2017) concluded that motivation does not fully affect employee achievement and organisational achievement is not positively and significantly affected by employee achievement variables. The research was conducted by the Ministry of Communication and Information Technology. The sole purpose of motivation is to encourage workers to try harder. Prabowo et al. (2018) did not find a significant effect of transformative leadership on employee achievement when controlling for job satisfaction as a mediator among work motivation and achievement.

According to the background, the gap phenomenon and the achievement report data of the Public Service Agency of the Center for Standardisation and Industrial Services in Bogor for 2018-2022, the author considers it necessary to conduct research related to the influence of leadership and compensation on employee achievement where work motivation variables are given as a link among other variables.

METHOD

Quantitative methods were utilized in this investigation. Sugiyono (2019) explains quantitative research is a positivist-based approach in researching populations or samples through the use of research instruments, quantitative/statistical data processing, and hypothesis testing. The research is an example of experimental research, which seeks to understand the relationship among two variables by observing their effect on each other.

According to Fraenkel, Wallen and Hyun (2012):20, a research population consists of individuals selected for data collection according to their perceived suitability for the research topic and specific traits or features. The first step in developing a data collection strategy is for the author to decide which demographics to focus on. Data may come from a portion of the population, called a sample, which is considered representative of the whole (Fraenkel, Wallen and Hyun, 2012:20). This research utilized purposive sampling as its sampling strategy. The author's selection of subjects in accordance with the research objectives is the cornerstone of the purposive sampling method (Fraenkel, Wallen and Hyun, 2012:94). The population of this research consisted of 60 testing service providers representing the entire labour force.

According to Arikunto (2003), a sample is a portion of a larger population that serves as a representation of the whole. If sampling from a small population, a sample is considered saturated (Sugiyono, 2019). Internal data, journal articles, and other forms of secondary data processing are the main data utilized in this research. Secondary data in this research utilized include BLU-BBSPJI achievement data for 2018-2022, data on the number of employees, organisational structure and literature studies and other literature that supports this research.

This research uses three types of variables: independent, dependent, and intervening. Scientific data that is useful for other researchers conducting the same research is called

operational variables (Sugiyono, 2016). Scientific data that is very useful for other studies that want to utilise the same variables is known as an operational definition. Operational displays the barometers that will be utilized for detailed variable measurement.

The data were processed utilizing the SmartPLS 3.0 tool, and the analysis method utilized in this research was the SEM-PLS (Structural Equation Model-Partial Least Square) methodology. The following is an explanation of the SEM-PLS testing stages:

1. The initial stage involves assessing the measurement model, also referred to as the outer model. This evaluation exposes how manifest variables can substitute for the latent variables that require assessment. Assessing the precision and reliability of said model determines its worth.
2. reliability Test
 - a. The connection among the indicator and construct values serves as proof of convergent reliability. An indicator is deemed highly reliable if its loading factor value exceeds 0.70 or falls within the range of 0.5 to 0.6 during the initial stage, along with an Average Variance Extracted (AVE) value surpassing 0.5..
 - b. In order to discern the distinctiveness among ideas, discriminant reliability serves as a useful tool. To assess this, one may employ methods such as heterotrait-monotrait ratio (HTMT), cross loading analysis, and Fornell-Larcker criterion values. It is important to note that a reliable Fornell-Larcker criterion value cannot be obtained unless the average variance extracted (AVE) exceeds the connection among latent variables. (Lynn & Kox, 2012).
3. Reliability Test

One method of assessing a survey's quality is to examine its reliability. If respondents provide consistent answers across multiple surveys, the questionnaire is deemed reliable.
4. Structural Model Test (*Inner Model*)

When assessing the structural model (also called the inner model), our goal is to anticipate the causal connections among latent variables, which are variables that cannot be directly assessed. We achieve this by analyzing interactions among constructs. (Ghozali and Latan, 2015).

OUTCOME AND DISCUSSION

The following table details the gender, age, and educational background of respondents according to the research data obtained:

Table 1. Description of Respondents according to Gender

No.	Respondent Characteristics Data	Number of People	Percentage
1	Gender		
	Man	21	35 %
	Woman	39	65 %
2	Age		
	< 25 years old	3	5%
	25 - 35 years old	29	48%
	36 - 45 years old	21	35%
	> 45 years old	7	12%
3	Education		
	SMA/SMK	3	13%
	Diploma	29	17,4%
	Bachelor's degree	21	60,9%
	Postgraduate Masters	7	8,7%

Source: Research Data 2023

Table 1 shows that out of a total of 60 workers, 65% were female and 35% were male. According to these outcomes, the characteristics of female workers indicate that BLU-BBSPJI's testing activities require greater precision than the characteristics of male workers. The figure below shows the route model constructed utilizing the SmartPLS application research methodology:

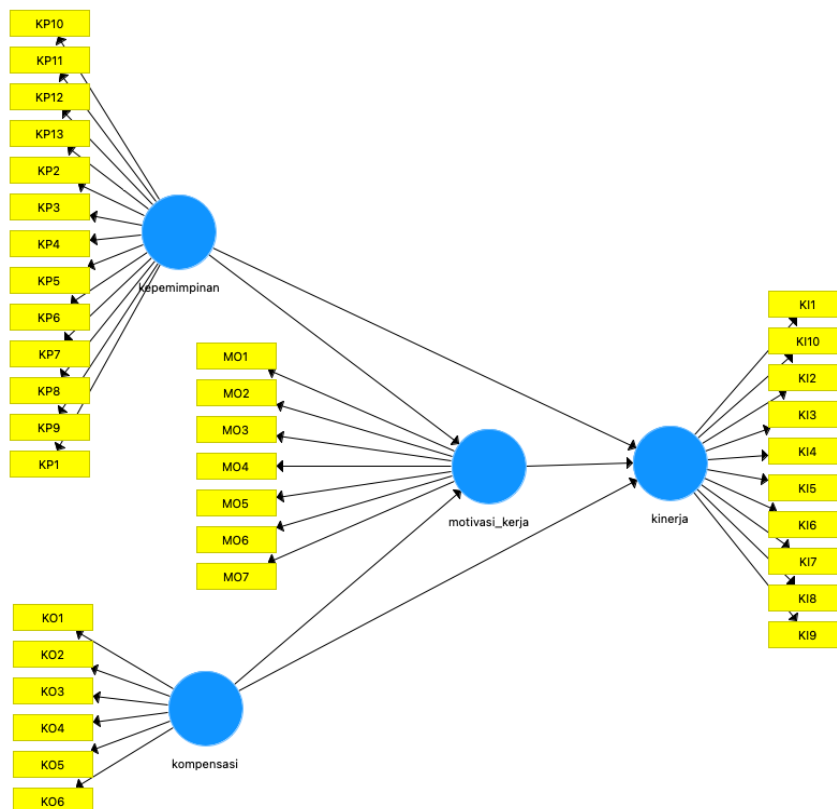


Figure 1 Path Model

Reliability Test

The reliability of the reflection barometers was tested in two stages utilizing the PLS approach. Convergent reliability testing, where each construct's factor loadings and AVE values are utilized to verify reliability, is the first step. Discriminant reliability testing, which compares cross loading and root AVE values to determine reliability, is the next step. The ensuing table showcases the outcomes of the assessment for convergent reliability that was executed on the parameters pertaining to outer loading.

Table 2. outcome of Convergent Reliability Testing with Loading Factors

Variables	Indicator Code	Outer Loading	Description
Leadership	KP10	0.762	reliable
	KP11	0.769	reliable
	KP1	0.803	reliable
	KP2	0.754	reliable
	KP3	0.766	reliable
	KP4	0.807	reliable
	KP5	0.788	reliable
	KP6	0.780	reliable
	KP8	0.867	reliable
	KP9	0.886	reliable

Compensation	KO1	0.821	reliable
	KO2	0.728	reliable
	KO4	0.759	reliable
	KO5	0.720	reliable
	KO6	0.713	reliable
	Motivation	MO1	0.806
MO2		0.853	reliable
MO4		0.781	reliable
MO5		0.837	reliable
MO7		0.763	reliable
Achievement	KI6	0.801	reliable
	KI7	0.911	reliable
	KI8	0.736	reliable
	KI9	0.813	reliable

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

According to table 2, the required outer evaluation parameters of the model are more than 0.7, and the barometers on the outer loading factor parameters have met the reliability criteria of this test, as shown in the convergent reliability test outcome in table 2. This indicates the continued reliability and usefulness of these barometers in the model. An alternative approach to assessing convergent reliability is through the utilization of the Average Variance Extracted (AVE) metric. A value exceeding 0.5 on this parameter indicates that the instrument has successfully passed the test for convergent reliability. The convergence reliability test outcome, as assessed by means of AVE, are presented in the table below:

Table 3. Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
leadership	0.937	0.943	0.946	0.594
achievement	0.860	0.901	0.895	0.590
compensation	0.811	0.806	0.865	0.561
motivation	0.874	0.893	0.904	0.576

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

According to table 3, the required outer model assessment parameter requirements, Average Variance Extracted (AVE) have met the test reliability standards of more than 0.5 according to the outcome of convergent reliability testing. The outcome of testing the discriminant reliability of the Fornell-Larcker Criterion parameter are shown in the following table:

Table 4. Fornell-Larcker Criterion (Discriminant reliability)

	leadership	achievement	compensatio n	motivation
leadership	0.771			
achievement	0.675	0.768		
compensation	0.560	0.226	0.749	
motivation	0.851	0.745	0.394	0.759

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

The discriminant reliability test outcome, as depicted in Table 4, indicate that the barometers within the Fornell-Larcker Criterion parameter have satisfied the test reliability criteria. This implies that, according to Table 3 of the outer model evaluation parameters, each construct's AVE connection value surpasses other constructs' AVE connection values.

Reliability Test

Ghozali and Latan (2017) state that the purpose of composite reliability testing is to evaluate the dependability of the research model equipment. According to Rambut et al. (2014), a number greater than 0.700 is considered reliable in the measurement framework. The following table displays the outcome of utilizing Cronbach's Alpha and Composite Reliability as input to the Internal Consistency Reliability test:

Table 5 Internal Consistency Reliability

Variables	Cronbach's Alpha	Composite Reliability
leadership	0.937	0.946
achievement	0.860	0.895
compensation	0.811	0.865
motivation	0.874	0.904

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

The Composite Reliability table generated in the PLS Algorithm calculation is as follows:

Table 6 Composite Reliability

Variables	Composite Reliability
leadership	0.946
achievement	0.895
compensation	0.865
motivation	0.904

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

All constructs passed the reliability test for Composite parameters, as shown in table 6, with values greater than 0.7, according to the internal consistency reliability test. The following table shows the outcome of the PLS algorithm's Cronbach Alpha calculation:

Table 7 Cronbach's Alpha

Variables	Cronbach's Alpha
leadership	0.937
achievement	0.860
compensation	0.811
motivation	0.874

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

The outcome of reliability testing utilizing Cronbach's Alpha parameters are shown in Table 7. All constructs show values above 0.7, which indicates that they fulfil the internal consistency reliability criteria.

Structural Model Evaluation (Structural Model/Inner Model)

The research outcome are utilized to develop model hypotheses in the structural model assessment step. utilizing theoretical sources and previous research, we set assessment boundaries for testing to ensure that we fulfil adequate and appropriate research outcome. The PLS SEM analysis, when applied to the inner model, resulted in several significant outcomes. Those included in the settings are as follows: total effect, direct and indirect effect, magnitude of effect, F-square, and coefficient of determination (R-Square and Adjusted R-Square). This forms the basis of the following rules of thumb, which stipulate that the following test measurement parameters must be adhered to according to the requirements listed in the attached table:

Table 8 Inner Model Evaluation Parameter Criteria

Testing	Parameters	Rule of Thumbs
Direction and Significance	Path Coefficient Kock (2011)	Two-tiled Positive Effect
	T Statistics (T Count) Abdillah et al. (2020)	> T-Table (1.96)
	Probability values (P-Values) Abdillah et al. (2020)	< =0<.005 5% significant level
Effect Size	R-Square & Adjusted R-Square Chin (1998)	0.67, 0.33 and 0.19 indicate strong, moderate and weak models, respectively.
	f-Square Cohen (1998)	0.02, 0.15 and 0.35 indicate small, moderate and large influences respectively

Source: Kock (2011, 2015), Abdillah et al. (2020), Chin (1998), Cohen (1988)

R-Square Value Testing outcome

The outcome of assessing the coefficient of determination (R-Square) on this research model is displayed in the subsequent table:

Table 9 R Square Value (R²)

Variables	R Square
achievement	0.576
motivation	0.734

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

The R Square value of the achievement variable is 0.576 as shown in the test outcome of the coefficient of determination in table 9. This shows that the leadership and compensation variables have an influence of 57.6% on the achievement variable, while other factors outside the variables studied also have an influence. 42,4%. In addition, the motivation variable obtained an R Squared value of 0.734, which indicates that the leadership and compensation variables are able to influence 73.4% of the motivation variable. Outside the variables studied, other factors accounted for 27.6% of the motivation variable.

Q Square Value Testing outcome

The ability of the model and its parameter estimates to reproduce the observed values is measured by Q-square. For a model to be predictively relevant or irrelevant, the Q2 value must be greater than zero. Specifically, a poor model has a Q2 value of 0.02, a moderate model has a value of 0.15, and a good model has a value of 0.35. The following table can be utilized to display this information:

Table 10 Q Square Value

Variables	SSO (Sum Square Original)	SSE (Sum Square Error)	Q ² (=1-SSE/SSO)
leadership	720.000	720.000	
achievement	360.000	252.773	0.298
compensation	300.000	300.000	
motivation	420.000	247.850	0.410

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

The outcome of the Q-Square value of the motivation variable >0.35 indicates that the model has predictive relevance, according to table 10 which displays the outcomes of the Q Square Model testing with the blindfolding process. According to the data in the table, it is clear that the leadership and compensation construct factors have a stronger influence on employee achievement (Q-Square value of 0.298) than motivation (0.410).

Goodness of Fit Model Testing outcome

The Goodness of Fit test utilizes the R-squared and Q-squared values to demonstrate the model's efficacy. Additionally, the SRMR value offers deeper understanding; a model is deemed fitting when its SRMR value falls among 0.08 and 0.10, while an impeccable fit occurs when it registers below 0.08.

Table 11 Goodness of fit values

	Saturated Model	Estimated Model
SRMR	0,046	0,046

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

According to the analysis in table 11, which provides the outcome of calculating the goodness of fit value, the SRMR model value of 0.046 falls into the fit group. According to the outcome obtained, it appears that the research model utilized here contains a data-fitting component.

Hypothesis Test

The Path Coefficient, also known as the T-statistic, provides insight into the nature of the relationship among research variables and is therefore useful for hypothesis testing calculations. When comparing the T-statistic test outcome on Smart PLS 3.3.9 with the T table test outcome calculated utilizing the following formula:

$$Df = n - k$$

$$Df = 60 - 4$$

$$Df = 54$$

In the statistical table, the value of t with a score of 54 is equivalent to 2.007 at a significance level (α) of 0.05. The method utilized for decision-making is:

- a. If P-value > 0.05 or t count < t table, Ho is approved and Ha is refused.
- b. If P-value < 0.05 or t count > t table, Ho is refused and Ha is approved.

The outcomes of assessing the direction and level of significance regarding the direct connection effect are observable in the subsequent chart:

Table 12 Path Coefficient Values, t-Statistics, and P-Value

Direct Effect							
Relationship Constructs	among	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Leadership achievement	→	0.274	0.246	0.161	1.702	0.089	
leadership motivation	→	0.918	0.908	0.053	17.319	0.000	
compensation achievement	→	-0.153	-0.155	0.113	1.359	0.175	
compensation motivation	→	-0.120	-0.093	0.098	1.231	0.219	
motivation achievement	→	0.572	0.614	0.143	4.002	0.000	
Indirect Effect							
leadership motivation achievement	→	0.525	0.556	0.127	4.149	0.000	
compensation motivation achievement	→	-0.069	-0.051	0.060	1.146	0.252	

Source: Data Processing outcome utilizing Smart PLS Version 3.3.9

According to the test outcome in table 12, it can be explained as follows:

- H1: Leadership has a positive and insignificant effect on organisational achievement.**
 The outcomes indicate a path coefficient of 0.274, a T-statistic of 1.702, and a P-value of 0.089 when examining the hypothesis that the leadership variable influenced the achievement variable. As evidenced by the T-statistic value being less than the T table value (2.007) and the P-value exceeding 0.05, it can be concluded that there is an insignificant yet positive effect of the leadership variable on achievement variable.
- H2: Compensation has a positive and significant effect on organisational achievement.**
 Upon testing the influence of Compensation on achievement, a route coefficient of 0.153, T-statistic measuring at 1.359 and P-value amounting to 0.000 were derived. Furthermore, the obtained T-statistic value is lower than that of the T table (2.007) while the P-value is less than 0.05, thereby indicating a slight positive effect of leadership on achievement variable.
- H3: Leadership has a positive and significant effect on motivation**
 An analysis of the impact of leadership characteristics on motivation variables yielded a T-statistic value of 17.319 and a P-value of 0.000, with a corresponding path coefficient of 0.274. The outcome indicate that the influence of leadership factors on motivation is significantly positive and substantial, as evidenced by the T-statistic exceeding the established T table value (2.007) and the P-value falling below 0.05 threshold for statistical significance.
- H4: Compensation has a positive and significant effect on motivation**
 After testing the impact of compensation factors on incentive variables, we obtained a path coefficient of 0.120, T-statistic of 1.231, and P-value of 0.219. Given that the T-statistic value is smaller than the T table value (2.007) and the P-value is greater than 0.05, we can conclude that there is an insignificant positive effect among the compensation variable and motivation variable.
- H5: Motivation has a positive and insignificant effect on organisational achievement**
 The analysis revealed a path coefficient of 0.274, a T-statistic of 4.002, and a P-value of 0.000 when examining the impact of motivational factors on measures of organizational

achievement. As the T-statistic value surpasses that found in the T table (2.007) and the P-value falls below 0.05, it can be inferred that while limited in scope, motivation has a beneficial effect on achievement outcomes.

6. H6: Leadership has a positive and insignificant effect on organisational achievement through motivation.

The path coefficient, T-statistic, and P-value pertaining to the examination of the connection among leadership attributes and organisational efficacy were calculated as 0.274, 4.149, and 0.000, in that order. The impact of leadership variables on achievement variables is demonstrated to be affirmative and substantial through motivation - a conclusion drawn from the T-statistic value $>$ T table (2.007) and P-value $<$ 0.05 obtained during analysis.

7. H7: Compensation has a positive and significant effect on organisational achievement through motivation.

The path coefficient, T-statistic, and P-value for testing the impact of salary on organizational achievement variables are 0.274, 1.146, and 0.252 correspondingly. As the T-statistic $>$ T table (2.007) and P-value $>$ 0.05, we can infer that there is no statistically significant effect of salary motivation on achievement.

Discussion

1. The Effect of Leadership on Organisational achievement.

According to the research outcomes, leadership variables have a small but useful influence on achievement barometers in BLU-BBSPJI. An organisation needs a leader who can direct it towards its goals if its achievement is to improve. To be an effective leader, one must be able to inspire and direct his team members to produce outcome that will drive the company forward. The leader can inspire his team to follow his instructions so that they can achieve their goals. Masduki Asbari, Dewiana Novitasari, Nelson Silitonga, Didi Sutardi, and Gazali (2020) found no significant impact of leadership on achievement, which is in line with our outcomes.

2. The Effect of Compensation on Organisational achievement.

According to the research outcomes, leadership variables have a small but useful influence on achievement barometers in BLU-BBSPJI. To improve employee welfare, government agencies should pay attention to remuneration. Employees are motivated to work to their fullest potential in achieving company goals when they are financially rewarded for their efforts.

3. The Effect of Leadership on Motivation.

The research's outcome reveal a positive and statistically significant connection among the leadership traits and motivational aspects of BLU-BBSPJI. In addition to concentrating on group goals, effective leadership places emphasis on individual success and goal fulfilment. Both Jesselyn's (2020) and Wulandari's (2021) research arrived at the same conclusion that leadership style exerts a favorable impact on employee work motivation. This substantiates the notion that leadership wields a substantial influence over employee work motivation.

4. Effect of Compensation on Motivation

There is a weak positive connection among the compensation variable and the motivation variable, according to the research outcomes. Hasibuan claims in Maryani et al. (2020) that managers will find it easier to motivate their subordinates if the services or rewards offered are large enough. Paying wages to workers is one way businesses and other organisations provide incentives for good achievement on the job. Assuming public institutions have fulfilled their obligation to pay fair salaries, compensating workers can improve morale. It will be easier for employers to encourage their members and the welfare of the group as a whole will improve with adequate rewards. Compensation and incentives

are recognised to be related, according to this hypothesis. The outcomes of this research corroborate those of Mokhammad Yanuar Pradita (2017), who also found that salary significantly reduces the intrinsic drive to do a good job.

5. Effect of Motivation on Organisational achievement

According to the outcome, the motivational factor exerts a favorable and statistically significant impact on variables related to achievement. As per Hasibuan's (2015) research, workers who are motivated by shared goals for their organization exhibit greater potential to surpass expectations.

6. The Effect of Leadership on Organisational achievement through Motivation

Leadership characteristics significantly influence achievement barometers through inspiration, according to the research outcomes. Leadership style is an attitude that shapes and enhances work motivation (intention), which will produce the end result (behaviour) of employee achievement (TRA, Fishbein & Ajzen, 1975). Leadership offers direction, encouragement and inspiration to achieve goals, while motivation drives great achievement from within and outside the organisation. Consistent with other research, this research found that intrinsic motivation in the workplace effectively mediates the beneficial effects of leadership on output quality (Ade Rio Martha, 2020).

7. The Effect of Compensation on Organisational achievement through Motivation

The research's outcomes suggest a marginal yet affirmative connection among remuneration factors and achievement variables, consequent to intrinsic motivation. The outcomes of this research corroborate the outcomes of Efendi (2019) who found little evidence that work motivation characteristics have a significant impact on the effectiveness of monetary incentives to improve achievement. Mangkunegara quoted Maryani et al. (2020) who said that motivation is an element that affects achievement because it can move goal-orientated personnel. Workers will be more likely to give their best efforts when they feel the salary they receive is commensurate with their contribution to the company's success. This clarification establishes that remuneration affects workplace achievement through the mediating effect of intrinsic motivation.

CONCLUSION

The research and data analysis resulted in the following outcomes, which are according to verified hypotheses regarding the issues addressed in this research:

1. On the achievement of testing services at BLU-BBSPJI Bogor, leadership has a positive but negligible influence.
2. At BLU-BBSPJI Bogor, testing service achievement is positively and insignificantly affected by compensation.
3. Leadership greatly influences motivation for the better.
4. There is a small but beneficial impact of compensation on motivation.
5. Test services at BLU-BBSPJI Bogor have a significant and positive effect on motivation.
6. By utilizing motivation as an intermediary variable, leadership at BLU-BBSPJI Bogor has a good and considerable influence on the achievement of testing services.
7. With motivation as an intermediary variable, compensation has a positive but negligible influence on the achievement of testing services at BLU-BBSPJI Bogor.

Recommendations for the organization and future research are:

1. To foster a sense of closeness between leaders and all employees, it is advisable for leaders to actively engage in various informal events. However, it is important to note that effective leadership styles can vary depending on the situation and organizational context.
2. The organization has begun studying the mechanism for calculating bonuses based on Non-Tax State Revenue (PNBP) achievements to be distributed proportionally to employees. It is hoped that providing these allowances will enhance employee motivation. Motivated

- employees tend to contribute more significantly and perform their tasks more effectively, ultimately leading to improved individual performance and indirectly impacting overall organizational performance.
3. To enhance the quality of work facilities and infrastructure owned by the organization is expected to improve work effectiveness within the organization.
 4. To add personnel in the field of testing services and equally distribute the workload, ensuring that the burden is shared among all employees.
 5. This research has limitations, the interrelationships among variables that mutually influence each other account for only 76%, while the remaining 24% is influenced by other unexamined variables. For future researchers, it is essential to consider additional variables that impact organizational performance.

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