

THE EFFECT OF LEADERSHIP STYLE, COMPENSATION, AND OHS ON PERFORMANCE MEDIATED BY WORK MOTIVATION

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Abstract: This study uses work motivation as a mediating variable to examine the influence of leadership style, compensation, and occupational safety and health (OHS) on employee performance. This study was conducted at PT. Bukit Baiduri Energi, Kutai Kertanegara, using a probability sampling procedure to select 111 respondents from the entire employee population. Smart Partial Least Square (PLS) software was used to evaluate the data. The analysis findings indicate that: (1) Employee performance is not significantly influenced by leadership style. (2) There is a positive correlation between compensation and performance, with higher remuneration resulting in better performance. (3) Performance is also not significantly influenced by occupational safety and health (OHS). (4) A leader's approach can improve staff morale. (5) Workplace motivation is positively influenced by good pay. (6) OHS has no significant impact on motivation. (7) Improved employee performance is largely dependent on motivation. (8) The impact of leadership style on performance is mediated by motivation. (9) The impact of recovery on performance is also mediated by motivation. (10) Motivation functions as a mediator that strengthens relationships, and K3 does not have a significant influence on improving employee performance.

Keywords: Leadership Style, Compensation, K3, Employee Performance, Work Motivation

1. Introduction

Employee performance is a key indicator of organizational success, encompassing productivity, efficiency, work quality, and attitude towards work (Salas-Vallina et al., 2021); (Hermawati et al., 2021) Achieving optimal performance not only supports productivity but also increases customer satisfaction and organizational innovation. Leadership style, recovery, and occupational health and safety are important elements that influence performance (K3). Transformational leadership can inspire employee motivation and ownership (Suhartiningtyas et al., 2022), while a fair compensation system increases work motivation (Shokhibul Lutfi et al., 2024); (Zayed et al., 2022). In addition, a safe work environment contributes to the physical and psychological well-being of employees (Yeboah et al., 2024).

Indonesia's coal mining sector is showing significant growth with production reaching 775 million tonnes in 2023, surpassing the previous target (Sumber Daya Alam Tambang Indonesia - Pertambangan Mineral, 2024). The success of this industry depends heavily on effective human resource management, particularly in maintaining high performance amidst intense competition. PT. Bukit Baiduri Energi (BBE), as a mining company, faces challenges related to achieving employee performance targets. The Employee Performance Targets (SKP) evaluation for the 2022–2024 period shows fluctuations and a decrease in the percentage of employees in the highest-scoring category, which is a critical concern in efforts to improve company performance.

Table 1. PT Employee Performance Assessment. Bukit Baiduri Energy (BBE) in 2022-2024

No	Total Value	Mark	2022		2023		2024	
			Number of employees	%	Number of employees	%	Number of employees	%
1	90-100	A	47	42.3	32	28.8	35	31.5
2	82- <90	B+	49	44.1	60	54	56	50.4
3	75- <82	B	14	12.6	19	17.1	19	17.1
4	67- <75	C+	1	0.90			1	0.90
Amount			111	100%	111	100%	111	100%

Source: data processed by researchers (2025)

The data in the table shows a decrease in the proportion of employees in the 90–100 (A) grade category from 42.3% in 2022 to 28.8% in 2023, with a slight increase to 31.5% in 2024. The 82–<90 (B+) category experienced an increase in 2023 but decreased again in 2024. This condition indicates the need for further evaluation and strategy in human resource management to maintain and improve employee performance in line with company targets.

Various studies have confirmed the positive influence of leadership style, compensation, and K3 on performance. (Rahma et al., 2022) emphasized that work discipline, compensation, and leadership influence performance in the mining sector. (Pratikto & Ferijani, 2024) This study highlights the partial influence of leadership style, motivation, and K3 on employee performance at PT. Sucofindo Semarang. In general, the literature emphasizes that these three variables, both individually and collectively, make a significant contribution to improving performance.

Although previous research has addressed the relationship between individual variables and performance, there remains a gap in understanding regarding the integrated interaction between leadership style, compensation, and OHS, particularly considering the role of work motivation as a mediating variable. This is crucial given the complex dynamics in the field, which demand a holistic approach. Currently, there is limited research examining this mediation model in the Indonesian coal mining sector, particularly in companies facing annual performance fluctuations like PT. BBE.

Based on these conditions, this research was conducted to examine the role of work motivation as a mediator in the relationship between leadership style, compensation, and OHS on employee performance at PT. BBE. This research aims to provide a more comprehensive understanding of the mechanisms by which performance improvement occurs through these factors. The findings are expected to provide practical recommendations for company management in formulating effective human resource strategies, while also contributing to the literature on human resource management in the mining sector.

2. Literature Review

Leadership Style (X1)

Leadership style is a person's effort to change the behavior of others. Moreover, if these members are clearly seen to be changing for the better, then the leadership is considered successful (Kartono, 2008).

Compensation (X2)

Compensation is a form of cost that must be incurred by a company in the hope that the company will receive rewards in the form of work performance from employees (Adams, 1963).

Occupational Health and Safety (K3) (X3)

Occupational health and safety (K3) relates to protecting the physical, mental, and emotional well-being of workers from work-related injuries and illnesses (Swasto & Manullang, 2011).

Motivation (Z)

Motivation is the willingness to exert high levels of effort to achieve organizational goals, conditioned by the effort's ability to fulfill specific individual needs (Maslow, 1943).

Employee Performance (Y)

Employee performance is the work results achieved by an employee in carrying out their duties and responsibilities, as measured against specific criteria applicable to the job (Robbins, 2015).

3. Method

In this research, explanatory research techniques were used. Opinion (Sugiyono, 2019). Explanatory research aims to state the influence and interaction between the variables studied in depth. The approach taken is quantitative, with the research location at PT. Bukit Baiduri Energi (BBE). The research population is all 111 company employees. To determine the sample, the Probability Sampling method was used, resulting in a sample of 87 employees to be analyzed in this study. Data were analyzed using path analysis with SmartPLS based on PLS-SEM and descriptive statistical analysis. The context model of this research is as follows:

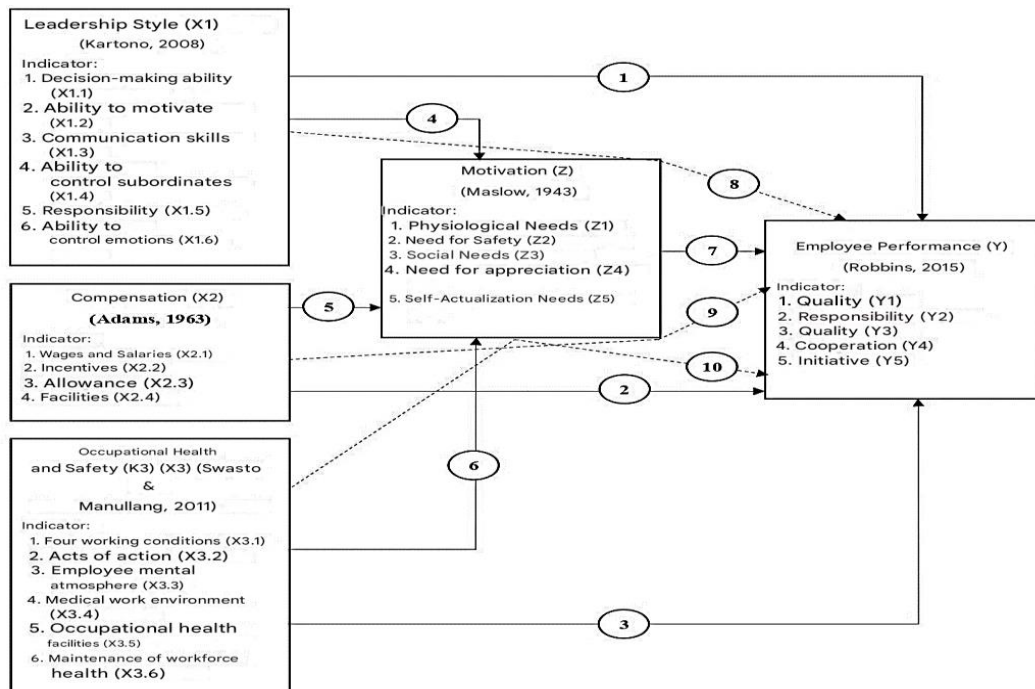


Figure 1. Conceptual Framework of Research (2025)

Information:

—→ Direct relationship

----→ Indirect relationship (mediation)

Hypothesis:

H1 : Leadership style plays a role in improving employee performance.

H2 : Compensation has an impact on improving worker performance.

H3 : Occupational Safety and Health (K3) contributes to better worker performance.

- H4 : Leadership style plays a role in increasing motivation.
 H5 : Compensation plays a role in increasing motivation.
 H6 : Occupational Safety and Health (K3) contributes to motivation.
 H7 : Motivation plays a role in improving employee performance.
 H8 : The impact of leadership style on worker performance is mediated by motivation.
 H9 : The impact of compensation on worker performance is mediated by motivation.
 H10 : The relationship between employee performance and occupational safety and health (K3) is mediated by motivation.

4. Result and Discussion

Result

Information in this study regarding respondent characteristics includes: 1) Age, 2) Gender, 3) Last Education, and 4) Length of Service.

Table 2. Respondent Characteristics Based on Age

No.	Age	Frequency	Percentage
1	20 to 25 years	2	2.30%
2	26 to 30 years old	5	5.75%
3	31 to 35 years old	19	21.84%
4	36 to 40 years old	32	36.78%
5	41 to 45 years old	24	27.59%
6	> 45 years	5	5.75%
Total		87	100%

Source: Processed data (2025)

Of the 87 respondents, the 36-40 age group was the most dominant with 36.78% (32 people), followed by the 41-45 age group at 27.59% (24 people) and 31-35 years 21.84% (19 people), which shows that the majority are in the productive adult age. The young age group (20-25 years) and the elderly (45 years and above) were the least, only 2.30% (2 people) and 5.75% (5 people) respectively, so they were underrepresented in this study.

Table 3. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Man	65	74.71%
Woman	22	25.29%
Total	87	100%

Source: Processed data (2025)

Based on the frequency distribution and percentage tables, it can be seen that of the 87 respondents analyzed, the majority, or 74.71% (65 people), were male. Meanwhile, only 22 female respondents, or 25.29% of the total, were female. This indicates a significant gender imbalance in the research sample, with male participants overwhelmingly dominating.

Table 4. Respondent Characteristics Based on Last Education

No.	Last education	Frequency	Percentage
1	High School/Vocational School	4	5.13%
2	D III	11	12.64%

3	S1	39	44.83%
4	S2	15	17.24%
5	Others: Polytechnic	18	20.69%
Total		87	100%

Source: Processed data (2025)

Of the 87 respondents, the majority (44.83%) (39 people) had a bachelor's degree, making them the most dominant group. Respondents with polytechnic and diploma III degrees accounted for 20.69% (18 people) and 12.64% (11 people), respectively. Master's degrees reached 17.24% (15 people), while those with high school/vocational school education were the least numerous, at only 5.13% (4 people).

Table 5. Respondent Characteristics Based on Length of Service

No.	Years of service	Frequency	Percentage
1	< 5 years	12	13.79%
2	5 to 10 years	51	58.62%
3	> 10 years	24	27.59%
Total		87	100%

Source: Processed data (2025)

Of the 87 respondents, the majority (58.62%) had 5–10 years of service, making this group the most dominant. Furthermore, 27.59% (24%) had more than 10 years of service, indicating considerable work experience. Only 13.79% (12%) of respondents had less than 5 years of service, indicating that new workers constitute a minority.

If the alpha coefficient value of a variable is higher than 0.60, a series of measurements called Cronbach's Alpha, is used to measure the level of composite performance of that variable. A variable is considered to have strong composite performance if its composite score is greater than 0.70, as well as the calculated average variance, whose value is greater than 0.50, represents the true range variable or potential variation of a latent idea (Creswell John and Creswell David, 2023). The results of the Cronbach's alpha test, Composite Reliability, and Average Variance Obtained are shown in this table:

Table 6. Cronbach's Alpha, Composite Reliability, and Extracted Mean Variance

Variables	Cronbach's <i>Alpha</i>	Composite reliability (<i>rho a</i>)	Average variance extracted(AVE)
Leadership style (X1)	0.965	0.973	0.732
Compensation (X2)	0.955	0.963	0.673
Occupational Safety and Health (K3) (X3)	0.979	1,028	0.794
Motivation (Z)	0.975	0.978	0.816

Source: Processed primary data (2025)

The Cronbach's alpha values for the variables Leadership Style (0.965), Compensation (0.955), Occupational Health and Safety (K3) (0.979), Motivation (0.975), and Employee Performance (0.980), are all above the minimum limit of 0.70, indicating high internal consistency. Likewise, the Composite Reliability values for each of these variables are Leadership Style (0.973); Compensation (0.963); Occupational Health and Safety (K3) (1.028); Motivation (0.978); and Employee Performance (0.981), all of which exceed the minimum standard of 0.60, indicating good construct reliability. In addition, the Average Variance Extracted (AVE)

values of the five variables also meet the requirements with the respective values of Leadership Style (0.732); Compensation (0.673); Occupational Health and Safety (K3) (0.794); Motivation (0.816); and Employee Performance (0.846), are greater than 0.50, meaning the construct is able to explain at least 50% of the variance in its indicators. Thus, all indicators are valid and reliable for measuring their latent constructs.

The degree to which an exogenous construct can explain an endogenous construct is measured by the coefficient of determination.

Table 7. Coefficient of Determination (R²)

Variables	R-square	R-square adjusted
Employee Performance (Y)	0.960	0.958
Motivation (Z)	0.887	0.883

Source: Processed data (2025)

Based on previous data, the R-Square value of the endogenous construct of motivation is 0.887 or 88.7%. Based on these findings, motivation is influenced by leadership style and compensation by 88.7%. In accordance with (Creswell John and Creswell David, 2023), the model can be considered strong because the coefficient of determination (R²) value is higher than 0.67.

The endogenous construct of employee performance then had an R-Square value of 0.960, or 96%. Based on these findings, employee performance is 96% influenced by motivation, leadership style, and compensation. In accordance with (Creswell John and Creswell David, 2023), this model can be considered strong because the coefficient of determination (R²) is higher than 0.67. The t-statistic is generated by the SmartPLS bootstrapping process for each connection path used to test the hypothesis. The t-table and t-statistic values are then compared. The study's precision level, or margin of error (α), is 5% = 0.05 with a 95% confidence level, and the t-table value is 1.96.

Table 8. Summary of Hypothesis Test Results

Hypothesis	Path (Track)	T statistics	P values	Conclusion
H1	Leadership style (X1) → Employee performance (Y)	1,003	0.316	Not acceptable (Rejected)
H2	Compensation (X2) → Employee Performance (Y)	2,227	0.026	Acceptable
H3	Occupational Safety and Health (K3) (X3) → Employee Performance (Y)	0.908	0.364	Not acceptable (Rejected)
H4	Leadership style (X1) → Motivation (Z)	5,318	0.000	Acceptable
H5	Compensation (X2) → Motivation (Z)	4,227	0.000	Acceptable
H6	Occupational Safety and Health (K3) (X3) → Motivation (Z)	0.573	0.567	Not acceptable (Rejected)
H7	Motivation (Z) → Employee Performance (Y)	12,342	0.000	Acceptable
H8	Leadership style (X1) → Motivation (Z) → Employee performance (Y)	5,207	0.000	Acceptable
H9	Compensation (X2) → Motivation (Z) → Employee Performance (Y)	3,731	0.000	Acceptable
H10	Occupational Safety and Health (K3) (X3) → Motivation (Z) → Employee Performance (Y)	0.566	0.571	Not acceptable (Rejected)

Source: Processed data (2025)

Of the ten hypotheses proposed in this study, based on the data presentation in Table 8 above, it is clear that H2, H4, H5, H7, H8, and H9 can be accepted because the P-Values are less than 0.05 and the T-Statistics value is more than 1.96. Meanwhile, because the P-Values value is > 0.05 and the T-Statistics value is < 1.96, H1, H3, H6, and H10 cannot be accepted (rejected).

Discussion:

The Influence of Leadership Style on Employee Performance

The findings of the hypothesis test indicate that employee performance improvement is not influenced by leadership style. The results of this study contradict these findings. (Adriyanti & Latief, 2023). Much of the management literature that emphasizes the importance of leadership may seem to contradict the results of hypothesis testing when it shows that leadership style is unable to have a real impact on improving employee performance.

The Effect of Compensation on Employee Performance

The findings of the hypothesis test indicate that employee performance has improved. This finding is consistent with the findings of the previous study (Mulyah et al., 2020); (Awidiya & Netra, 2021) Compensation is a crucial factor that has consistently been shown to play a significant role in improving employee performance. This is based on the fundamental principle that individuals tend to be motivated to perform at their best when they feel financially rewarded for their contributions and efforts.

The Influence of Occupational Health and Safety (K3) on Employee Performance

The findings of the hypothesis test indicate that increased employee performance is not influenced by Occupational Safety and Health (K3). This finding contradicts the findings of the previous study (Hermawati et al., 2023); (Maghfira et al., 2023). The significance of occupational health and safety (OHS) on worker welfare can be questioned if the findings of the hypothesis test show that OHS has no real impact on improving employee performance.

The Influence of Leadership Style on Motivation

The findings of the hypothesis test indicate that motivation is influenced by leadership style. This finding is consistent with previous research (Adriyanti & Latief, 2023), (Stiawan et al., 2023). Because a leader is the primary person who interacts directly with subordinates, providing direction, offering support, and recognizing contributions, leadership style has a significant impact on employee motivation.

The Effect of Compensation on Motivation

The results of the hypothesis test show that compensation plays a role in increasing motivation. These results are consistent with research findings (Pratikto & Ferijani, 2024) and (Susanto et al., 2024). Compensation is one of the most fundamental motivators in the workplace. This is because money and other material rewards directly satisfy basic individual needs and desires, from physiological needs to security and even social status.

The Influence of Occupational Safety and Health (K3) on Motivation

Occupational safety and health (K3) has little influence on motivation, according to the results of the hypothesis test. The results of this study contradict the results of (Elvin et al., 2022). Considering the importance of Occupational Safety and Health (OSH) for worker well-being, it may seem contradictory when the results of the hypothesis test show that OSH has little effect in increasing employee motivation.

The Influence of Motivation on Employee Performance

The hypothesis test findings indicate that increased employee motivation contributes to better performance. This finding is consistent with the findings of other studies (Hermawati et al., 2022). Motivation is at the heart of superior employee performance. When an employee is motivated, they not only demonstrate a desire to do the work but also exert effort, persistence, and the right direction in achieving the goal.

The Influence of Leadership Style on Employee Performance Mediated by Motivation

The findings of the hypothesis test indicate that motivation acts as a mediator between leadership style and employee performance. These results are consistent with the research findings (Pratikto & Ferijani, 2024) and (Stiawan et al., 2023). When the results of the hypothesis test show that the influence of leadership style on employee performance is mediated by motivation, it explains that leadership style does not directly influence performance, but rather its impact is channeled or explained through the level of employee motivation.

The Effect of Compensation on Employee Performance Mediated by Motivation

The findings of the hypothesis test suggest that the relationship between employee performance and compensation is mediated by motivation. This finding is consistent with the findings of the study (Stiawan et al., 2023), and (Darmawan et al., 2023). Compensation does not directly affect employee performance; instead, its impact is channeled or explained through the level of employee motivation, as indicated by the findings of the hypothesis test which revealed that motivation mediates the effect of compensation on employee performance.

The Influence of Occupational Safety and Health (K3) on Employee Performance Mediated by Motivation

The results of the hypothesis test indicate that the relationship between occupational safety and health (OHS) and employee performance is not mediated by motivation. This finding contradicts the findings of other studies (Susanto et al., 2024), (Pratikto & Ferijani, 2024), and (Hutabarat et al., 2023). Although there may be a relationship between K3 and performance, motivation is not the main mediating mechanism that explains it, according to the results of the hypothesis test, which revealed that motivation does not mediate the effect of K3 on employee performance.

5. Conclusions

The conclusion of this study identifies factors that influence employee performance at PT. Bukit Baiduri Energi and the mediating role of work motivation as follows:

1. Leadership style does not have a direct effect on employee performance, indicating the existence of complex mechanisms behind the relationship.
2. Compensation plays a significant role in improving employee performance, with financial rewards being a key motivator.
3. Occupational Safety and Health (K3) pays more attention to prevention issues than to performance improvement.
4. Leadership style contributes positively to employee motivation, which is important for performance.
5. Compensation also increases employee motivation, encouraging them to excel.
6. K3 does not play a significant role in increasing employee motivation.
7. Work motivation has a direct and significant impact on employee performance.
8. The influence of leadership style on performance is fully mediated by work motivation.

9. Motivation partially mediates the effect of compensation on performance.
10. Motivation does not mediate the effect of K3 on performance, which is more related to safe working conditions.

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