

# Transformational Leadership and Employee Performance: Work Motivation as a Mediator

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## ABSTRACT

This research aims to determine (1) the effect of transformational leadership on employee performance (2) the effect of transformational leadership on work motivation, (3) the effect of work motivation on employee performance, (4) the effect of transformational leadership through work motivation on employee performance at the Autoridade Proteção Civil (APC), Dili, Timor-Leste. This research uses quantitative data, namely through a questionnaire which is secondary data from a measurement scale, namely a Likert scale which can be analyzed. The population in the study was 150 people, all APC employees at the Dili center level, with sampling using a census sample to obtain 150. The data analysis technique used the Smart-PLS analysis technique. Based on the results of research analysis calculations, it shows that transformational leadership on employee performance with the mediation of work motivation has a positive and significant effect. Because that is to achieve good performance a leader is believed to be able to motivate his employees and able to be a good role model for employees so that behavior can be created that supports the sustainability of the organization and also a leader can provide motivation, the leader is able to stimulate employees to come up with new ideas, the leader pays special attention to employees, because the leader has the power to influence in certain ways the results of work both in quality and quantity achieved by employees then The performance of the staff provided is getting better

**KEYWORDS:** transformational leadership, employee performance, work motivation mediation

## I. INTRODUCTION

The success of an organization in achieving organizational goals is greatly influenced by the role of human resources. Therefore, the important role of human resources in an organization is very necessary as the main element and controlling element for organizational success. The existence of human resources is also a key factor in determining the success and success of an organization in achieving its goals (Sinambela, 2021).

Human resources in an agency and its implementation are often faced with various obstacles and challenges that can impact employee performance. The obstacles referred to are the speed of development of information,

technology and limited human resources in agencies. This can show that the role of human resources (HR) is very important, because humans are the main important role in the organization. The success or failure of an organization in maintaining its existence begins with managing human resources by empowering and maximizing the potential of existing employees to be more productive at work to improve performance in order to achieve organizational goals.

Transformational Leadership was discovered by Robbins (2017: 262), the relationship between transformational leadership and employee performance can be seen from the function of leadership to motivate employees to carry out their duties. Transformational leadership is believed to have an influence on an organization. A transformational leader is believed to be a leader who can motivate his employees to provide an influence of idealism, motivation, intellectual stimulation and individual attention so that they can have an influence on employee performance in an organization.

Observations and interviews with one of the leaders of the Autoridade Proteção Civil (APC) In order to understand the phenomena in the field, a number of facts were found that employee performance was low or less than optimal. This condition was caused by various kinds of obstacles related to the implementation of public services, such as: employees being absent and working less than the specified working hours, poor cooperative relations between employees. each other, in this case hampering the work productivity process, employee remuneration that is less prioritized or less fair so that it has an impact on employee performance, employee placement is not in accordance with existing experience so that it has an impact on performance or decreased achievement, work is not in accordance with existing SOPs , thus having an impact on employee performance.

Performance is the result of work that can be achieved by employees, both individuals and groups within an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence and the ability to overcome problems within the specified time limit. given legally, does not violate the law and is in accordance with morals and ethics (Busro (2017). Employee performance can be improved through transformational leadership (Wijayanto et al., 2021).

Initial observations were made by researchers at the Autoridade Proteção Civil (APC) that leaders were not yet optimal in reflecting the attitude of participative leadership and were not yet able to motivate and move the organization and strive to transform organizational values among subordinates to support the vision and goals of the organization, in this case low motivation work is caused by several factors such as: Lack of leadership attention to the career development of employees, lack of leadership behavior that does not inspire subordinates so that it does not stimulate subordinates to achieve, does not provide a good example for employees in terms of generating new ideas, lack of openness between superiors and employees so that the impact is that employees work half-heartedly, the presence of racial or group interests by leaders has an impact on existing policies.

Previous research conducted by Prayudi (2020), found that transformational leadership influences employee performance. This research is supported by the results of research conducted by Rasool et al., (2015), Shafie et

al., (2013), that transformational leadership has a positive and significant influence on employee performance, Abasilim (2014) that transformational leadership has a positive influence which is significant to employee performance, to improve or guarantee optimal organizational performance, it must adopt an appropriate leadership style and be able to interact with its followers.

A person's leadership can influence the ability to influence individuals or groups, so that the behavior of subordinates can be in accordance with the goals of an organization, which is why there must be a combination of motivation to fulfill the needs and requests of an organization. It is believed that a transformational leadership style will influence employee performance in carrying out their duties.

Motivation is an encouragement given to other people so that someone does something, whether at work, studying, and in various positive ways, thus leadership must pay more attention to internal and external rewards for staff. Apart from that, leaders can set an example and always create new ideas that involve their employees in decision making. So it is hoped that it can increase employee motivation which has implications for their performance. With good commitment and trust in the organization, it will influence employee performance.

Observations or observations and interviews conducted by researchers at the Autoridade Proteção Civil show that the motivation is provided so far has not been optimal by the Agency, namely: Lack of regeneration carried out by leaders as a form of motivation for the achievements achieved by employees, lack of special attention from superiors in this case the placement of employees is not in accordance with experience, not providing certificates or awards for existing work achievements as a form of motivation, a workplace that is not supportive or has inadequate facilities, in this case computers used by employees, cupboards and desks for employees at APC, does not provide opportunities for employees to take part in training.

The phenomenon found is supported by previous research conducted by Septiadi, MD, Marnisah, L., & Handayani, S. (2020) that work motivation has a positive and significant effect on employee performance at PT Brawijaya Utama Palembang.

Based on the phenomena stated above, the author conducted research with the title: "The Influence of Transformational Leadership on Employee Performance with the mediating variable Work Motivation. (Case Study of the Autoridade Proteção Civil (APC) - Dili, Timor-Leste)".

Theoretical Benefits: Provides scientific references in the field of leadership and organization in an institution, as well as all related employees. Apart from that, it is used as reference material as a performance benchmark.

Practical Benefits: As a material to increase insight and knowledge for writers in particular and society in general. This research can also be used as supporting material in knowing the work results of all related staff.

## **II. LITERATURE REVIEW**

### **A. Transformational leadership**

Suwatno (2019: 107) provides the opinion that transformational leadership is leadership that influences employees to make employees feel a sense of self-confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected. Sodikin (2017:163) transformational leadership is leadership that places more emphasis on shifting the values and beliefs of the leader, as well as looking at the needs of his followers. Northouse (2013:177) transformational leadership is a leader who has a high social nature and cares about the common good.

### **B. Motivation**

Samsudin (2010:281) motivation is the process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has been determined. Meanwhile, according to Liang Gie in Samsudin, motivation is the work carried out by managers in providing inspiration, enthusiasm and encouragement to other people, in this case employees, to take certain actions. Sulistiyani (2003: 58), motivation is the process of giving encouragement to subordinates so that subordinates can work in line with the given limits in order to achieve organizational goals optimally. Meanwhile, according to Richard M. Stears in Sedarmayanti (2009:233), motivation is the strength of an individual's tendency to involve themselves in goal-directed activities at work. This is not a feeling of happiness relative to the results of various jobs as is the case with satisfaction, but rather a feeling of being ready/willing to work to achieve work goals.

### **C. Performance**

Bangun (2012:231) performance is the work results achieved by a person based on job requirements, where a job has certain conditions for completing the tasks given. Ade Rio Martha, (2020) Performance is the result achieved by someone in their work and states that performance means: Something that will be achieved, achievements that can be demonstrated and the ability to work.

## **III. HYPOTHESIS DEVELOPMENT**

### **A. Conceptual Framework**

A conceptual framework is a relationship or connection between one or several concepts and other concepts of the problem being studied. The universal phenomenon of less than optimal employee performance has an impact on the quality of work, quantity of work, employee attendance at work, accuracy in completing work and cooperation within organizational institutions, Güngör (2011). In this research, employee performance is defined as a description of the level of achievement of implementing activities, programs, policies, using a number of

resources to achieve predetermined goals. In other words, performance is a function of job ability to accept job goals, level of achievement, goals and interactions between goals and work.

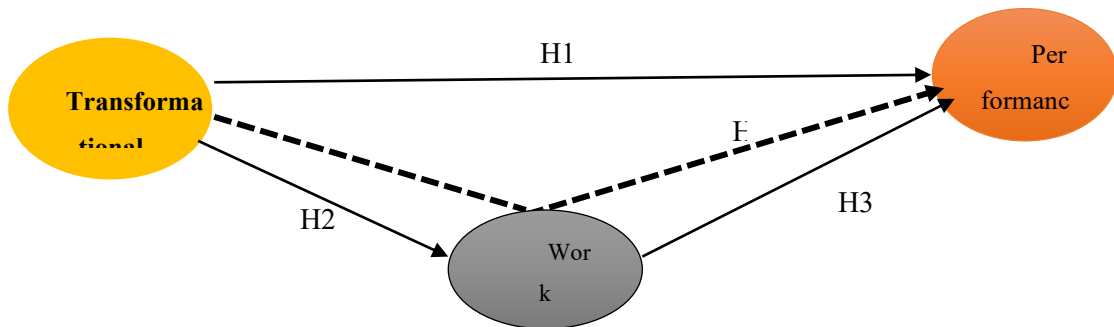


Figure 1. Conceptual Framework

**B. Hypothesis**

H1: Transformational leadership has a positive and significant effect on employee performance.

H2: Transformational leadership (X1) has a positive and significant effect on work motivation.

H3: Work motivation has a positive and significant effect on employee performance.

H4: Work motivation mediates the influence of transformational leadership on employee performance.

**IV. RESEARCH METHOD**

In this research the author uses quantitative data, namely through a questionnaire which is secondary data from a measurement scale, namely a Likert scale which can be analyzed. The population in this study were employees who worked at APC, Dili, Timor-Leste with a total of 150 people. Sampling for this study used a census sample, Usman (2008) census sample is a sample collection technique when all members of the population are used as samples. However, this research used all national level APC employees with a total of 150 people. The data collection technique uses a questionnaire, namely through questions given to APC employees and the data analysis technique uses descriptive analysis and SMARTPLS analysis.

**V. RESULTS**

**A. Respondent Characteristics**

The detailed characteristics of respondents for each individual are described in the following table:

Table 1. Respondent Characteristics

		Frequency	Percent
Gender	Man	97	64.7

	Woman	53	35.3
	Total	150	100.0
Age	< 30 Years	31	20.7
	31-40 Years	48	32
	41-50 Years	31	20.7
	>51 Years	40	26.7
	Total	150	100
Level of education	Elementary School	1	0.7
	Junior High School	3	2.0
	Senior High School	12	8.0
	Bachelor	134	89.3
	Total	150	100.0
Years of service	< 1 Year	13	8.7
	2-3 Years	19	12.7
	4-5 Years	18	12.0
	> 5 Years	100	66.7
	Total	150	100.0
Wages	< U\$ 200	25	16.7
	U\$ 250-300	75	50.0
	U\$ 310-400	43	28.7
	>410	7	4.7
	Total	150	100.0

**Source:** SPSS 26 data processing results for 2023

From the table above, it is known that the total number of respondents was 150 out of the total respondents, those who answered the questionnaire were predominantly male, as many as 97 people or 64.7%, while there were 53 female respondents or 35.3%. So it can be concluded that the majority of employees working at APC, Dili, Timor-Leste are men.

From the table above, it is known that, the total number of respondents based on age was 150 people who answered the questionnaire with a higher number of people aged 31-40 or 32.0%, while the lower number of respondents aged < 30 and 41-50 years was 31 people or amounting to 20.7%. So it can be concluded that the majority of employees working in APC, Dili, Timor-Leste are aged 31-40 years, meaning that in carrying out work to get better performance, they must have employees of high productivity age.

Based on the education level table above, there are 150 people, the majority of employee respondents have a Bachelor's degree (S1), namely 134 respondents or 89.3% and 1 person has an elementary school education with 0.7%. This shows that the educational level of employees with a Bachelor's degree (S1) is at the average level. These results show that in a government institution the level of education greatly influences a person's performance.

Based on the working period of 150 people, the majority of respondents in this study were 100 people with 66.7% having a working period of more than 5 years and the working period of employees who worked for less than 1 year was 13 people with 8.7%. This indicates that the majority of research respondents have work experience as employees at APC because work experience can influence a person's performance, where the longer a person's experience, the better their performance will be.

Based on the table above, it shows that the APC employees who received the lowest salary <U\$ 200 were 25 people with 16.7%, while the highest salary received was >U\$ 410, 7 people with 4.7%. It can be concluded that the salary received is in accordance with the trust or position given to employees at APC. Research Instrumen

**B. Validity test**

**1) Factor loading**

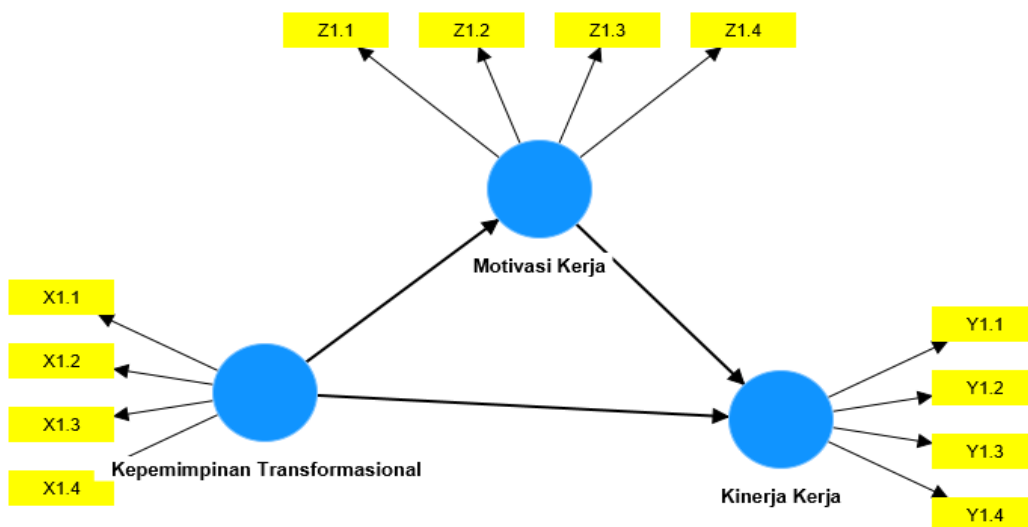


Figure 2. Factor Loading

Source: SMARTPLS4 processing results

Table 2. Outer Loadings of Indicators for Each Variable

	Transformational leadership	Work performance	Work motivation
X1.1	0.770		
X1.2	0.757		
X1.3	0.866		
X1.4	0.743		
Y1.1		0.966	
Y1.2		0.956	
Y1.3		0.970	
Y1.4		0.954	
Z1.1			0.972
Z1.2			0.978
Z1.3			0.952
Z1.4			0.952

Source: SMART PLS4 data processing results

Based on table: 5.2. Outer loading can be explained, namely the leadership style, motivation and performance variables with each indicator in the variable all having the highest value, namely 0.743 to 0.978 which is greater than the value  $>0.7$  so it can be concluded that each of these indicators meets the convergent validity criteria (convergent validity), meaning it is good at measuring Leadership Style, motivation and performance variables.

## 2) *Discriminant Validity*

Based on the table above, the AVE value for the transformational leadership variable (0.739), employee performance variable (0.925) and work motivation (0.928) is above  $> 0.50$ . So it can be said that the measurement model is valid with discriminant validity.

**Table 3. Discriminant validity**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational leadership	0.835	1,222	0.807	0.739
Work performance	0.973	0.976	0.980	0.925
Work motivation	0.974	0.977	0.981	0.928

Source: SMART PLS4 data processing results

### C. Reliability

**Table 4. Composite Reliability**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational leadership	0.835	1,222	0.807	0.739
Work performance	0.973	0.976	0.980	0.925
Work motivation	0.974	0.977	0.981	0.928

Source: SMART PLS4 data processing results

Composite reliability is *good* if the value is above 0.70. Based on the table above, it can be seen that the Composite reliability value for variables, this research has met composite reliability.

### D. R Square Value

**Table 5. R Square Value**

	R-square	R-square adjusted
Work performance	0.617	0.612
Work motivation	0.216	0.211

Source: SMART PLS4 data processing results

Based on table 5.5, it is known that the R-square for the motivation variable (Z) is 0.617, which means that Z is influenced by X by 61.7%. Meanwhile, the R-square value for the work performance variable (Y) is 0.216, which means that Y is influenced by X and Z by 21.6%.

## E. Goodness of Fit (GoF)

The goodness of fit assessment is known from the Q-Square value. The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be to the data. The results of calculating the Q Square value are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0.617) \times (1 - 0.216)] \\
 &= 1 - (0.383) \times (0.783) \\
 &= 1 - 0.299889 \\
 &= 0.700111
 \end{aligned}$$

Based on the calculation results above, a Q-Square value of 0.700 is obtained. This shows that the large diversity of research data that can be explained by the research model is 70%. Meanwhile, the remaining 30% is explained by other factors outside this research model. Thus, from these results, this research model can be stated to have a good goodness of fit index because the Q-Square value is above 0.

## F. Description of Research Variables

### 1) Transformational Leadership Variable (X1)

Recapitulation of respondents' answers was carried out on the transformational leadership variable which consists of 16 statement items. To find out each respondent's answer, it can be seen from the results of frequency analysis of respondents' answers using the SPSS Ver program. 26, where answers are scored based on a Likert scale.

**Table 6. Statement 1-** Your leader always sets a good example and other colleagues always encourage you to raise your enthusiasm

X1.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	17.3	17.3	17.3
	Don't agree	28	18.7	18.7	36.0
	Neutral	32	21.3	21.3	57.3
	Agree	22	14.7	14.7	72.0
	Strongly Agree	42	28.0	28.0	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your leader always sets a good example and other colleagues always encourage you to raise your enthusiasm", with 150 respondents. 26 people with a percentage of 17.3% answered strongly disagree, 28 people with a percentage of 18.7% answered disagree, 32 people with a percentage of 21.3%, 22 people with a percentage of 14.7% answered agree and 42 people with a percentage of 28.0% answered totally agree. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 1 above.

**Table 7. Statement 2-Your leader always encourages and motivates you**

X1.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	31	20.7	20.7	20.7
	Don't agree	26	17.3	17.3	38.0
	Neutral	21	14.0	14.0	52.0
	Agree	21	14.0	14.0	66.0
	Strongly Agree	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

Source: The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your leader always encourages and motivates", with 150 respondents. 31 people with a percentage of 20.7% who answered strongly disagree, 26 people with a percentage of 17.3% who answered disagree, 21 people with a percentage of 14% who answered neutral, 21 people with a percentage of 14.7% answered strongly agree and 51 people with a percentage of 34.0% who answered strongly agree. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 2 above.

**Table 8. Statement 3-Your leader is able to stimulate his employees to come up with new ideas.**

X1.3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	15.3	15.3	15.3
	Don't agree	23	15.3	15.3	30.7
	Neutral	21	14.0	14.0	44.7

	Agree	34	22.7	22.7	67.3
	Strongly Agree	49	32.7	32.7	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your leader is able to stimulate his employees to come up with new ideas with 150 respondents. 23 people with a percentage of 15.3% who answered strongly disagree, 23 people with a percentage of 15.3% who answered disagree, 21 people with a percentage of 14% who answered neutral, 34 people with a percentage of 22.7% answered agree and 49 people with a percentage of 34.0% who answered strongly agree. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 3 above.

Table 9. Your leader always pays special attention to employees

X1.4					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	6.0	6.0	6.0
	Don't agree	33	22.0	22.0	28.0
	Neutral	34	22.7	22.7	50.7
	Agree	28	18.7	18.7	69.3
	Strongly Agree	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your leader pays special attention to employees.", with 150 respondents. 9 people with a percentage of 6% answered strongly disagree, 33 people with a percentage of 22% answered disagree, 34 people with a percentage of 22.7% answered neutral, 28 people with a percentage of 18.7% answered agree and 46 people with a percentage 30.7% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 4 above.

Based on the results of the description of each statement from the transformational leadership variable, it shows that employees who answered strongly agree had a very high percentage, so it can be concluded that they strongly agree with the transformational leadership implemented by the APC leadership.

**2) Work Motivation Variable (Z)**

Recapitulation of respondents' answers was carried out on the work motivation variable (Z) which consists of 4 statement items. To find out each respondent's answer, it can be seen from the results of frequency analysis of respondents' answers using the SPSS Ver program. 26, where answers are scored based on a Likert scale.

**Table 10. Statement 1-Get appreciation and also bonuses from the Management for the work achievements achieved**

Z1.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	16.0	16.0	16.0
	Don't agree	22	14.7	14.7	30.7
	Neutral	27	18.0	18.0	48.7
	Agree	26	17.3	17.3	66.0
	Strongly Agree	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Received appreciation and bonuses from the leadership for the work achievements achieved", with 150 respondents. 24 people with a percentage of 16% answered strongly disagree, 22 people with a percentage of 14.7% answered disagree, 27 people with a percentage of 18% answered neutral, 26 people with a percentage of 17.3% answered agree and 51 people with a percentage 34% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 1 above.

**Table 11. Statement 2-Receive awards from leadership for demonstrated achievements**

Z1.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	12.0	12.0	12.0
	Don't agree	24	16.0	16.0	28.0
	Neutral	30	20.0	20.0	48.0
	Agree	31	20.7	20.7	68.7

	Strongly Agree	47	31.3	31.3	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Received an award from the leadership for the achievements shown", with 150 respondents. 18 people with a percentage of 12% answered strongly disagree, 24 people with a percentage of 16% answered disagree, 30 people with a percentage of 20% answered neutral, 31 people with a percentage of 20.7% answered agree and 47 people with a percentage of 31, 1% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 2 above.

**Table 12. Statement 3-Your institution provides security guarantees to employees.**

Z1.3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	5.3	5.3	5.3
	Don't agree	37	24.7	24.7	30.0
	Neutral	31	20.7	20.7	50.7
	Agree	32	21.3	21.3	72.0
	Strongly Agree	42	28.0	28.0	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your institution provides security guarantees to you", with 150 respondents. 8 people with a percentage of 5.3% answered strongly disagree, 37 people with a percentage of 24.7% answered disagree, 31 people with a percentage of 20.7% answered neutral, 32 people with a percentage of 21.3% answered agree and 42 people with a percentage of 28% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 3 above.

**Table 13. Statement 4-Your institution is able to provide you with old age security**

Z1.4					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Disagree	8	5.3	5.3	5.3
	Don't agree	32	21.3	21.3	26.7
	Neutral	29	19.3	19.3	46.0
	Agree	40	26.7	26.7	72.7
	Strongly Agree	41	27.3	27.3	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Your institution is able to provide old age security", with 150 respondents. 8 people with a percentage of 5.3% answered strongly disagree, 32 people with a percentage of 21.3% answered disagree, 29 people with a percentage of 19.3% answered neutral, 40 people with a percentage of 26.7% answered agree and 41 people with a percentage of 27.3% answered strongly agree. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 4 above.

**3) Job Performance Variable (Y)**

Recapitulation of respondents' answers was carried out on the work performance variable (Y) which consists of 4 indicators. To find out each respondent's answer, it can be seen from the results of frequency analysis of respondents' answers using the SPSS Ver program. 26, where answers are scored based on a Likert scale.

**Table 14. Statement 1-**The workload given is in accordance with ability (Task Performance)

Y1.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	20.0	20.0	20.0
	Don't agree	23	15.3	15.3	35.3
	Neutral	15	10.0	10.0	45.3
	Agree	21	14.0	14.0	59.3
	Strongly Agree	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "The workload given is in accordance with ability", with 150 respondents. 30 people with a percentage of 20% answered strongly disagree,

23 people with a percentage of 15.3% answered disagree, 15 people with a percentage of 10% answered neutral, 21 people with a percentage of 14% answered agree and 61 people with a percentage of 40, 7% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 1 above.

**Table 15. Statement 2-Working by providing creative solutions to new problems faced by institutions (Contextual Performance)**

Y1.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	28.0	28.0	28.0
	Don't agree	15	10.0	10.0	38.0
	Neutral	12	8.0	8.0	46.0
	Agree	19	12.7	12.7	58.7
	Strongly Agree	62	41.3	41.3	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Working by providing creative solutions to new problems faced", with 150 respondents. 42 people with a percentage of 28% answered strongly disagree, 15 people with a percentage of 10% answered disagree, 12 people with a percentage of 8% answered neutral, 19 people with a percentage of 12.7% answered agree and 62 people with a percentage of 41, 3% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 2 above.

**Table 16. Statement 3-Successfully planning work so that it can be completed on time (Adaptive Performance)**

Y1.3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	14.7	14.7	14.7
	Don't agree	32	21.3	21.3	36.0
	Neutral	12	8.0	8.0	44.0
	Agree	26	17.3	17.3	61.3

	Strongly Agree	58	38.7	38.7	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Successfully planned the work so that it could be completed on time", with 150 respondents. 22 people with a percentage of 14.7% answered strongly disagree, 32 people with a percentage of 21.3% answered disagree, 12 people with a percentage of 8% answered neutral, 26 people with a percentage of 17.3% answered agree and 58 people with a percentage of 38.7% who answered strongly agree. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 3 above.

**Table 17. Statement 4-**Can separate the main problem from other problems in the workplace (Counterproductive work behavior).

Y1.4					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Don't agree	41	27.3	27.3	28.7
	Neutral	18	12.0	12.0	40.7
	Agree	27	18.0	18.0	58.7
	Strongly Agree	62	41.3	41.3	100.0
	Total	150	100.0	100.0	

Source; The research results will be processed by SPSS 26 in 2023

From the results of the table above, it can be described that the statement "Can separate main problems from other problems in the workplace", with 150 respondents. 2 people with a percentage of 1.3% answered strongly disagree, 41 people with a percentage of 27.3% answered disagree, 18 people with a percentage of 12% answered neutral, 27 people with a percentage of 18% answered agree and 62 people with a percentage 41.3% who answered strongly agreed. Based on this description, it can be concluded that the majority of employees at APC "strongly agree" with statement 4 above.

**G. Hypothesis Testing**

1. The influence of transformational leadership on employee performance.

Based on table: 5.20 from the first hypothesis, it shows the results of data processing with a t-statistic value of  $8,991 > 1.96$  and a significant value of  $0.00 < 0.05$ . So the hypothesis on the transformational leadership variable on employee performance is accepted. It can be concluded that the transformational leadership provided by APC leadership greatly influences employee performance.

2. The influence of transformational leadership on employee motivation.

Table 5.20 shows the results of data processing with a t-statistic value of 7,895>1.96 and a significant value that meets the requirements of 0.000<0.05. So the hypothesis on the transformational leadership variable on employee work motivation is accepted. It can be concluded that the transformational leadership provided by APC leadership greatly influences employee work motivation.

3. The influence of work motivation on employee performance.

From the hypothesis in table: 5.20, it shows the results of data processing with a t-statistic value of 2,770>1.96 and the significant value can meet the requirements with a significance of 0.006<0.05. So the hypothesis regarding the work motivation variable on employee performance is accepted. It can be concluded that the motivation provided by APC leadership greatly influences employee performance.

**Table 18. Path Coefficients**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Transformational Leadership -> Job Performance	0.676	0.685	0.075	8,991	0,000
Transformational Leadership -> Work Motivation	0.465	0.471	0.059	7,895	0,000
Work Motivation -> Work Performance	0.194	0.186	0.070	2,770	0,000

Source: SMART PLS4 data processing in 2023

**Table 19. Path Coefficients (Specific indirect effects)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Transformational Leadership -> Work Motivation -> Work Performance	0.090	0.089	0.037	2,426	0.015

Source: SMART PLS4 2023 data processing

The results of hypothesis testing in table 5.21 above show the role of work motivation in influencing transformational leadership on employee performance with a t statistical value of 2,426 ≥ 1.96 and a P-Value significance value of 0.015 ≤ 0.05, which means that there is a significant positive influence between the variables transformational leadership through work motivation on employee performance. So the test of the indirect influence between transformational leadership variables through work motivation on employee performance has an influence. From the results of this hypothesis, it means that H1 is accepted and H0 is rejected.

## **VI. DISCUSSION**

### **1. The influence of transformational leadership on employee performance.**

From the results of data analysis, the influence value of the transformational leadership variable was obtained with a t-statistic value of  $8,991 > 1.96$  and a significant value of  $0.00 < 0.05$ . Based on this value, there is a direct influence of the transformational leadership variable (X1) on employee performance (Y). It can be concluded that the transformational leadership provided by the APC leadership greatly influences employee performance because the hypothesis proposed is proven and accepted. The results of this research are in accordance with previous research conducted by Simatupang, Fries, (2021) "that transformational leadership has a positive and significant effect on the performance of employees of the Central Tapanuli Regency Regional Civil Service Agency. This can be interpreted as meaning that the more precisely transformational leadership is applied, the better employee performance will be.

### **2. The influence of transformational leadership on employee motivation.**

From the results of the above data analysis, the t-statistic value is  $7,895 > 1.96$  and the significant value can meet the requirements of  $0.000 < 0.05$ . So the hypothesis on the transformational leadership variable on employee work motivation is accepted. It can be concluded that the transformational leadership provided by APC leadership greatly influences employee work motivation. The results of this research are in accordance with research conducted by Krisnawati et al, (2019). Transformational leadership has a positive and significant effect on work motivation at PT Nusantara Surya Sakti.

### **3. The influence of work motivation on employee performance.**

From the results of data processing, the t-statistic value is  $2,770 > 1.96$  and the significant value can meet the requirements with a significance of  $0.006 < 0.05$ . So the hypothesis regarding the work motivation variable on employee performance is accepted. It can be concluded that the motivation provided by APC leadership greatly influences employee performance. The results of this research are in line with previous research conducted by E. Sugiono (2019) that motivation has a significant positive effect on the performance of PT Rafa Topaz Utama employees.

### **4. The mediating role of work motivation on the influence of transformational leadership on employee performance.**

The results of the analysis from the above data processing for the variable The mediating role of work motivation on the influence of transformational leadership on employee performance with a t statistical value of  $2,426 \geq 1.96$  and a P-Value significance value of  $0.015 \leq 0.05$  means that the variable The mediating role of work motivation on the influence of transformational leadership the performance of APC employees is very influential. This means that there is a positive and significant influence between transformational leadership variables through work motivation on employee performance. From the results of this hypothesis, it means that H0 is

rejected and H1 is accepted. The results of this research are in accordance with research conducted by Prayudi (2020) "that transformational leadership has an indirect influence on employee performance through motivation.

## **VII. CONCLUSION**

Based on the research results and discussion regarding the influence of transformational leadership on employee performance mediated by work motivation, it can be concluded that. Based on the results of the tests carried out, it can be concluded that the transformational leadership provided by the APC leadership has a great influence on employee performance because the hypothesis put forward is proven and accepted, so from the research results it is hoped that the APC leadership will be a good example, the leader can provide motivation, the leader is able to Stimulate employees to come up with new ideas. Leaders pay special attention to employees, because leaders have the power to influence in certain ways to make work results both in quality and quantity achieved by employees so that the performance of the staff is better.

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