



THE INFLUENCE OF TRANSACTIONAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AND WORK MOTIVATION AS A MEDIATION VARIABLE AT PT. PUPUK ISKANDAR MUDA

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Abstract

This research aims to examine the influence of transactional leadership and transformational leadership on the work motivation and performance of PT. Pupu. The data in this research were 140 employees who responded to the questionnaire distributed via Google Forms. The data analysis tool uses Structural Equation Modelling which is operated with Amos. The research results show that transactional leadership styles and transformational leadership have a significant effect on work motivation and employee performance. Work motivation also significantly increases employee performance. And in testing the mediating effect of work motivation as a full mediating variable between transactional leadership and transformational leadership on the performance of PT employees. Iskandar Muda Fertilizer. It is hoped that the results of this research will provide an important contribution to stakeholders in developing employee management strategies as an important resource for every organization.

Keywords: *Transactional Leadership, Transformational Leadership, Work Motivation, Employee Performance.*

1. INTRODUCTION

Employee performance is an important element in an organization. Increasing employee performance is an element that can increase the productivity of an organization or company (Sahoo and Mishra, 2012). This happens because when employee performance increases, it will increase the company's productivity. Employees who have good work skills and abilities at work will increase business profits (Cooke, Cooper, Bartram, Wang, and Mei, 2019). Apart from that, according to Obuobisa-Darko, (2020), the success of an organization depends on the level of performance of its employees, where high performance makes it easy to achieve organizational goals. Improving performance is also an important task for organizations to face realities and challenges (Tuffaha, 2020). This shows that performance is important for the organization. For all types of organizations, both private (business) and public organizations, they must have employees with good performance to generate profits and achieve organizational goals. PT. Pupuk Iskandar Muda is a business organization run by the government to generate profits but remains oriented towards public administration and community services, with the main aim being to improve people's welfare. This encourages companies to analyze the performance of their employees, because high employee performance will make the administration system and public services better (Afriadi, Kusuma, and Irawan, 2018) and better business and economic profits (Ali, 2017).

As one of the BUMM companies and public organizations, PT. Pupuk Iskandar Muda has serious problems regarding the sustainability of its business and enterprise amidst high competition in the industry. Apart from that, PT. Pupuk Iskandar Muda is a business institution in the form of an organization which is operated with the aim of providing goods and services to the community with the motive of making a profit. Company profits are important as a measure in maintaining the sustainability of the fertilizer business to meet the needs of farmers and export markets. In the wider market, fertilizer products must compete with the same products or substitute products. Many previous studies concluded



that there are various factors that influence employee performance, such as transactional leadership factors and transformational leadership (Alrowwad et al., 2020). Then in other studies it is also stated that transactional leadership and transformational leadership have a direct and significant positive influence on employee performance (Almheiri, Romle, and Omar, 2022), and not directly through work motivation (Adriansyah, Setiawan, and Yuniarinto, 2018; Bastari, Eliyana, and Wijayanti, 2020; Hariadi and Muafi, 2022).

This leadership style revolves around a system of rewards and punishments, where leaders provide clear instructions, set performance expectations, and utilize unexpected rewards to motivate and supervise their team members (Khairy, Baquero, and Al-Romeedy, 2023). In relation to employees, leadership has a significant effect on employee performance (Hossain, Hussain, Kannan, and Kunju Raman Nair, 2022). Employee work performance is also influenced by the leader's emotional intelligence and leadership style (Lee, Yeh, Yu, and Lin, 2023). To maintain this market PT. Pupuk Iskandar Muda must analyze various factors that support or hinder the company's competitiveness, such as price competitiveness, quality, delivery dependability, product innovation, and time to market.

Apart from that, the performance of PT. Pupuk Iskandar Muda is influenced by the transformational leadership style factor, where the transformational leadership style is one of the factors focused on in this analysis, especially related to various components that have a direct correlation in improving employee performance and the Company's competitiveness. Transformational leadership is a leader who motivates subordinates to work to achieve organizational goals and satisfy their needs at a higher level (Malik, Javed, and Hassan, 2017), and transformational leadership is based on the principle of developing subordinates to improve their performance (Marisya, Mayasari, Astuti, and Purwanto, 2023). This research is also in line with studies (Buil, Martínez, and Matute, 2019; Top, 2020), which state that transformational leadership style and work motivation are significant factors influencing employee performance. Indirectly, transformational leadership also influences employee performance through increasing employee work motivation (Nugroho et al., 2020).

High employee performance is also influenced by high employee work motivation factors. Motivation is a cause that channels and supports human behavior so that they work hard and are enthusiastic to achieve optimal results (Nugroho et al., 2020). Therefore, motivation is very important in human life because with motivation humans can go beyond the limits of their minds and achieve what they need and want. Many previous studies in various industries tested its effect on employee performance, and the results significantly influenced performance (Kuswati, 2020). Research (Olusadum and Anulika, 2018; Sinambela and Ernawati, 2021) found that motivation has a significant effect on employee performance. This means that employee motivation and organizational compliance in fulfilling employee rights determine the sustainability of the company's business.

Fulfillment of industrial rights is also related to activities to increase employee motivation. Where motivation will also have an effect on increasing employee performance. With this motivation, the management of PT. Pupuk Iskandar Muda can encourage or mobilize the potential of its subordinates, so that they are willing to work together productively and successfully and realize the goals that have been set. The company not only expects employees who are capable, capable and skilled, but the most important thing is that they want to work hard and want to achieve good work results. Based on this description, this research is focused on examining the influence of transactional leadership style and transformational leadership style on employee performance through employee work motivation as a mediating variable at PT. Pupuk Iskandar Muda.

2. RESEARCH METHODS

Data and Samples

The sample that will be studied in this research is employees of PT. Pupuk Iskandar Muda as many as 140 people. According to Sekaran & Bougie (2017), a sample is a part of the whole and the characteristics possessed by a population or part of a population. Determination of the sample size is determined based on the number of indicators contained in the model. The research model used in this research is the Structural Equation Model (SEM) and is run with the Amos application. In SEM analysis the appropriate and ideal sample size is between 100-200 and also considers the number of indicators in

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Cut Nabilla Mutiza Zahap, Faisal Matriadi, Mariyudi, Marbawi, Ikramuddin, Yulius Dharma

the model (Ghozali, 2013). The sampling technique in this research used non purposive sampling and purposive sampling.

Data analysis

After collecting questionnaire data on-line or Google form, to manage the data and information, the author uses a covariance-based regression method, namely the Structural Equation Model (SEM) for model development and research hypothesis testing. Structural Equation Model (SEM) is an analysis method that combines factor analysis approaches, structural models and path analysis. Thus, in the Structural Equation Model (SEM) analysis three types of activities can be carried out simultaneously (Hair et al., 2018), namely (1) measuring the validity and reliability of the instrument (related to confirmatory factor analysis), (2) testing relationship models between variables (related to path analysis), and (3) activities to obtain a suitable model for predictions (related to regression analysis or structural model analysis).

Table 1. Operational Research Variables

Variables	Operational Definition	Indicators/items	Skala
Transactional Leadership	Transactional leadership is a leadership style that concentrates on achieving goals or objectives rather than trying to empower subordinates to take on more responsibility and authority for the benefit of their peers.	<ol style="list-style-type: none"> 1. Leaders make expectations clear. 2. Leaders will take action before a problem becomes chronic. 3. Leaders tell employees the standards for doing the job. 4. Leaders make agreements regarding work with employees 5. Leaders monitor employee work and continuously track whether there are errors or not. <p>(Hartanto, 2019)</p>	Likert
Transformational leadership	Transformational leadership style is the ability to inspire and motivate followers to achieve results that are greater than planned.	<ol style="list-style-type: none"> 1. Leaders inspire, 2. Leadership provides needs, 3. Leaders foster a sense of responsibility, 4. Leaders provide training to increase intelligence. <p>(putri & ni ketut sariyathi, 2017)</p>	Likert
Work motivation	Work motivation is the drive that causes an employee to carry out work, duties and responsibilities in the organization.	<ol style="list-style-type: none"> 1. Physical needs, 2. Safety and security needs, 3. Social needs, 4. The need for appreciation, 5. Self-actualization needs. <p>(Sinambela and Ernawati, 2021)</p>	Likert



Variables	Operational Definition	Indicators/items	Skala
Employee performance	Employee performance is a measure of the success of PT employees. PIM in carrying out their duties and work.	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence. 6. Commitment to work according to procedures. (Hartanto, 2019)	Likert

3. RESULTS AND DISCUSSION

Respondent Characteristics

Table 2 explains the characteristics of respondents in this study grouped based on gender, age, education level, marital status and length of service.

Table 2. Characteristics of Respondents

Characteristics	Amount	%
Gender		
Male	106	76%
Female	34	24%
Age		
20-30 Years	14	10%
30-40 Years	41	29%
40-50 Years	62	44%
>50 Years	23	17%
Level of education		
High School/Equivalent	20	14%
Diploma	46	33%
Bachelor (S1)	70	50%
Postgraduate (Magister)	4	3%
Employee Work Experience		
1-5 Years	21	16%
5-10 Years	27	19%
10-15 Years	66	47%
15-20 Years	20	14%
20-25 Years	6	4%

Source: Research Results (2024)

Descriptive Analysis

Table 3. Descriptive Analysis

Constructs	Minimum Value	Maximum Value	Average value	Standard. Deviation
Transactional Leadership	1,00	5,00	3,7343	0,81442
Transformational leadership	1,00	5,00	3,8554	1,07154
Work motivation	1,00	5,00	3,7671	1,02715
Employee performance	1,00	5,00	3,9726	0,76274

Source: Research Results (2024)

THE INFLUENCE OF TRANSACTIONAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AND WORK MOTIVATION AS A MEDIATION VARIABLE AT PT. PUPUK ISKANDAR MUDA

Cut Nabilla Mutiza Zahap, Faisal Matriadi, Mariyudi, Marbawi, Ikramuddin, Yulius Dharma

Research Hypothesis Testing

Based on Figure 1, it can be explained that the structural model has met the goodness of fit index as required by SEM Amos. The results of the modified SEM model analysis also explain the influence of transactional leadership and transformational leadership on work motivation and employee performance variables. And testing the mediating effect of work motivation, so that this structural model can answer the hypothesis testing proposed previously.

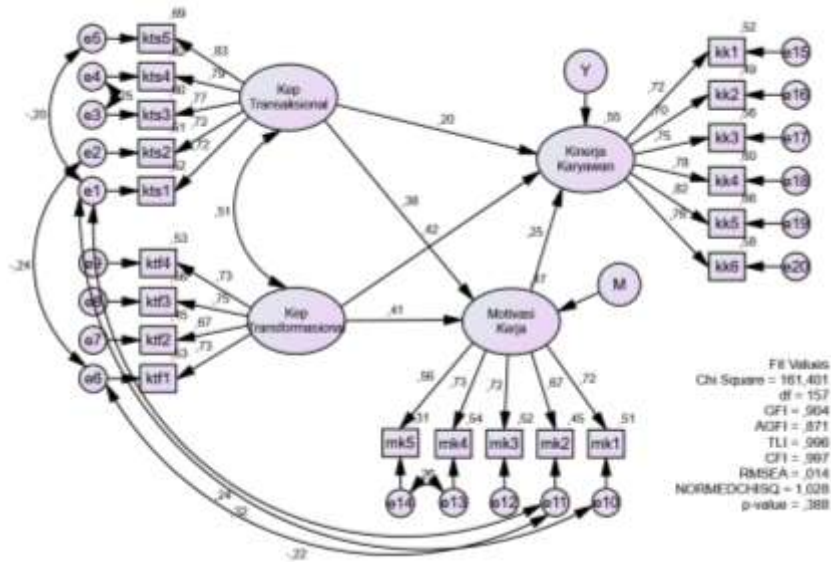


Figure 1. Path Analysis Model

Interpretation of the influence of exogenous variables on endogenous variables to explain the proof of this research hypothesis is presented in Table 4.

Table 4. Effect of Exogenous Variables on Endogenous Variables

			Standard Estimate	Estimate	S.E.	C.R.	P
Work motivation	<---	Transactional Leadership	0,38	0,343	0,094	3,659	***
Work motivation	<---	Transformational leadership	0,412	0,417	0,121	3,447	***
Employee performance	<---	Transformational leadership	0,42	0,41	0,118	3,465	***
Employee performance	<---	Work motivation	0,246	0,237	0,115	2,06	0,039
Employee performance	<---	Transactional Leadership	0,204	0,177	0,087	2,038	0,042

Source: Research Results (2024)

The coefficient value of the influence of transactional leadership on work motivation is 0.38 or 38%. This means that if transactional leadership increases, it will increase work motivation by 0.38. The results of this research are in line with several previous studies which show that leadership is an important factor in influencing employee behavior in organizations (Nugroho et al., 2020). The research results of Wahyuni & Syah, (2019), show that there is a significant and positive relationship between transactional leadership and motivation. The results of other research show that there is a significant influence of transactional leadership style and organizational culture on work motivation directly (Adriansyah et al.,



2018), as well as transactional leadership style and organizational culture on employee performance using work motivation as a mediating variable.

Then the coefficient value of the influence of transformational leadership on work motivation is 0.412 or 41.2%. This means that if transformational leadership abilities increase, work motivation will increase by 0.412. The results of this research are in line with research by Bastari et al., (2020), which states that employee performance is influenced by leader support, which can inspire employees to work better. Then it is in line with the research results of Nugroho et al., (2020), which concluded that transformational leadership has a positive and significant effect on employee performance, both directly and indirectly through the mediating effects of motivation and the work environment. Research by Lee et al., (2023), also proposes a model to improve employee performance through transformational leadership through motivation and work environment as mediators. The research results of Hariadi & Muafi, (2022), show that transformational leadership has a positive effect on employee work motivation.

And the coefficient value of the influence of transactional leadership on employee performance is 0.204 or 20.4%. This means that if transactional leadership increases, it will increase employee performance by 0.204. The results of this research are in line with research by Burhanudin & Kurniawan, (2020), showing that the transactional leadership style has a positive and significant effect on employee performance. Furthermore, the results of research conducted by Pradana & Hamid, (2019) show that transactional and transformational leadership have a significant effect on an employee's performance. However, other research conducted by Nur Septi Aqmarina et al., (2020), found that leadership did not have a significant effect on the performance of employees at the Gajah Mada Graha Hotel, Malang. According to (Wahyuni and Syah, 2019; Yousaf, Imran Rasheed, Kaur, Islam, and Dhir, 2022), work motivation has a significant effect on employee performance.

Meanwhile, the coefficient value of the influence of transformational leadership on employee performance is 0.42 or 42%. This means that if transformational leadership increases, it will increase employee performance by 0.42. The results of this research are in line with previous research which has proven that leaders' transformation abilities can be an inspiration in improving employee performance (Sinambela and Ernawati, 2021). In other studies it was found that transformational leadership had a significant effect on employee performance (Angriani, Eliyana, Fitrah, and Sembodo, 2020; Matriadi, Ikramuddin, Adamy, and Chalirafi, 2021). Research uses path analysis and the results show that transformational leadership has a significant effect on employee performance (Bastari et al., 2020). Empirical results reveal that leaders' emotional intelligence, transformational leadership, and transactional leadership have a direct, significant, and positive relationship with individual job performance (Lee et al., 2023).

Transformational leadership is a behavior defined by persistence and actively supporting change. These results are consistent with the idea from previous studies that transformative leadership allows employee performance to exceed expectations (Hariadi and Muafi, 2022). Furthermore, the coefficient value of the influence of work motivation on employee performance is 0.246 or 24.6%. The results of other research show that there is a significant influence of transactional leadership style and organizational culture on work motivation directly (Adriansyah et al., 2018), as well as motivation on employee performance and using work motivation variables as mediating variables (Peker, Doğru, and Meşe, 2022). Hariadi & Muafi, (2022), also found that transformational leadership also had a positive effect on employee motivation.

The research results of Khan et al., (2020), show that transformational leadership has a significant positive relationship with intrinsic motivation. Therefore, it can be said that organizational leaders must have transformational attributes by providing good information to their employees because transformational leaders can inspire employees to achieve anticipated or significant results. This gives employees a sense of confidence in a particular job, as well as the power to make decisions once they have been trained.

Meanwhile, in testing the indirect influence, it was found that work motivation acts as a full mediating variable between transactional leadership and transformational leadership. The results of this research are in line with the results of the study by Uru & Yozgat, (2019), which states that motivation mediates the influence of transactional leadership style on employee performance. Transactional

THE INFLUENCE OF TRANSACTIONAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AND WORK MOTIVATION AS A MEDIATION VARIABLE AT PT. PUPUK ISKANDAR MUDA

Cut Nabilla Mutiza Zahap, Faisal Matriadi, Mariyudi, Marbawi, Ikramuddin, Yulius Dharma

leadership has a significant effect on employee performance with motivation as an intervening factor (Wahyuni and Syah, 2019)(Adriansyah et al., 2018)(Loor-Zambrano, Santos-Roldán, and Palacios-Florencio, 2022; Peker et al., 2022).

. The results of this research are in line with research by Bastari et al., (2020), which used path analysis and the results showed that transformational leadership had a significant effect on employee performance with work motivation as an intervening variable. This research is also in line with research by Lee et al., (2023), who proposed a model for improving employee performance through transformational leadership using motivation and the work environment as mediators. Research results (Khan et al., 2020; Loor-Zambrano et al., 2022), also found an indirect effect between transformational leadership and employee performance through the mediation of work motivation

4. CONCLUSION

Based on the research results described previously, it shows that transactional leadership and transformational leadership have a significant effect on employee performance, as well as work motivation has a significant effect on employee performance. Furthermore, performance motivation is a complete or perfect mediating variable between transactional leadership and transformational leadership on employee performance. In general, the findings in this research can also be important recommendations for employee management or other matters related to various important indicators for improving leadership abilities in increasing work motivation and employee performance.

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THE INFLUENCE OF TRANSACTIONAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AND WORK MOTIVATION AS A MEDIATION VARIABLE AT PT. PUPUK ISKANDAR MUDA

Cut Nabilla Mutiza Zahap, Faisal Matriadi, Mariyudi, Marbawi, Ikramuddin, Yulius Dharma

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