

# Building Employees' Mental Health: The Correlation between Transactional Leadership and Training Program with Employees' Work Motivation at XWJ Factory

Bernadetha Nadeak<sup>1</sup>, Sasmoko<sup>2</sup>, Uli Erni Iriani<sup>3</sup>, Lamhot Naibaho<sup>4</sup>, Elferida Sormin<sup>5</sup>, Citra Puspa Juwita<sup>6</sup>

<sup>1</sup>Lecturer, Educational Administration Department, Faculty of Post Graduate Universitas Kristen Indonesia, Jakarta, Indonesia, <sup>2</sup>Professor, Primary Teacher Education Department, Faculty of Humanities, Bina Nusantara University, Jakarta, Indonesia, <sup>3</sup>Lecturer, Research Interest Group in Educational Technology, Bina Nusantara University, Jakarta, Indonesia, <sup>4</sup>Lecturer, Abira Learning Center, <sup>5</sup>Lecturer, Educational Management Department, Faculty of Teacher Training and Education, <sup>6</sup>Lecturer, Cemistry Education Department, Faculty of Teacher Training and Education, <sup>6</sup>Lecturer, Physiotherapy Department, Faculty of Vocational, Universitas Kristen Indonesia, Jakarta, Indonesia

## Abstract

This study is aimed to find out how to building employees' mental health with the correlation between the transactional leadership and training program both partially and jointly on employees' work motivation of XWJ Factory and it was done at XWJ Factory. The method of the study used was the quantitative method with a descriptive approach. The data collection technique was done by giving questionnaires to 80 respondents who were sampled from populations of 100 employees, and the analysis technique used was multiple linear regression analysis which is aimed to calculate the magnitude of the regression coefficient to show the correlation between the transactional leadership and training program variables on employees' work motivation. This study has some results, such as a) transactional leadership has a significant correlation with employees' work motivation, b) training program has a significant correlation with employees work motivation, c) transactional leadership and training program have a significant correlation with employees' work motivation at XWJ Factory.

**Keywords:** *transactional leadership, training program, work motivation*

## Introduction

Transactional leadership towards human resources has an important role in every company activity, namely in managing, regulating, managing and using all available resources productively and effectively to achieve the good condition of the employees. To improve employee performance, it is necessary to improve the quality of employees through employee training functions. Employee training is one means

to create quality human resources in achieving the company's goals and objectives.<sup>1</sup> The training aims to improve employee performance in achieving the work results set. Performance improvements can be done by improving employee knowledge, skills, and attitudes of employees themselves on their duties.<sup>2,3</sup> In general, training refers to the efforts planned by a company to facilitate the learning of employees about work-related competencies.

The XWJ company established in 1967 is one of the companies engaged in dairy manufacture.

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### Corresponding Author:

**Professor. Sasmoko,**  
Primary Teacher Education Department, Faculty of Humanities, Bina Nusantara University, Jakarta, Indonesia 11480. Email: sasmoko@binus.edu

The problems in this study are: a) is there any significant correlation between transactional leadership with the employees' work motivation of the XWJ Company?; b) is there any significant correlation

between training with the XWJ Company employees' work motivation?; and c) is there any significant correlation between transactional leadership and training with the employees' work motivation of the XWJ Company?. With the purposes to find out: a) whether there is a significant correlation between transactional leadership with the employees' work motivation of the XWJ Company; b) whether there is a significant correlation between training with the XWJ Company employees' work motivation; and c) whether there is a significant correlation between transactional leadership and training with the employees' work motivation of the XWJ Company.

### **Literature Review**

Motivation is a process which is started with physiological or psychological deficiencies that drive behaviour or impulse aimed at goals or incentives. In the context of the system, motivation includes three elements that interact and are interdependent, namely: needs, incentives, incentives<sup>4</sup>. Motivation is the desire to do something and determine the ability to act to satisfy individual needs.<sup>5</sup> Motivation is the provision of the driving force that creates the enthusiasm of one's work, in order to cooperate, work effectively and be integrated with all its efforts to achieve satisfaction<sup>6</sup>.

In this case there are several opinions regarding leaders and transactional leadership, including a) Leader is a person who applies principles and techniques that can ensure motivation, discipline and productivity when working with other people, tasks and situations to achieve company goals<sup>7</sup>; b) The leader is a person who has special skills with or without official appointments which can affect the group he leads to do business leading to achieving certain goals<sup>8</sup>; c) Transactional leadership is defined as a person's ability to affect the behaviour of others to think and behave in the framework of formulating and achieving organizational goals in certain situations<sup>9</sup>; d) transactional leadership is interpreted as the ability and skill of someone who occupies the position of head of a work unit to affect the behaviour of others, especially his subordinates to think and make a real contribution in achieving organizational goals<sup>10</sup>; e) Transactional leadership is defined as a set of processes that are primarily aimed at creating organizations or adjusting to conditions that change considerably.<sup>11</sup>

Training is activities designed to provide learners with the knowledge and skills needed for their current job.<sup>12</sup> Training includes activities that function to improve a person's performance in the work that is being undertaken or related to this job.<sup>13</sup> Training is a planned organizational effort to help employees learn the knowledge, skills, and abilities associated with a job so that they can improve work performance.<sup>14</sup>

Training and development is an important organizational investment in human resources.<sup>15</sup> Specifically, the training is an effort carried out in a continuous, gradual and integrated manner. This is reinforced by Rivai that training is the process of systematically changing employee behaviour to achieve organizational goals.<sup>16</sup> Training is a learning process that involves the process of expertise, concepts, rules or attitudes to improve employee performance.<sup>17</sup> Most training for job knowledge and skills is completed in just a matter of days. There are 2 main categories of training and development methods, namely practical methods (on the job training) and simulation methods (off the job training).<sup>18</sup>

### **Research Method**

The research was carried out in the XWJ Company. The research method used is quantitative research, the design of research was a survey. The variables in this study are independent variables (X1 and X2) and non-independent variables (Y). The population of this study is 100 employees at the XWJ Corporate Headquarters.<sup>19</sup> The sample of this study were 80 employees. The instrument used in this study was a questionnaire using a Likert scale. The data were analyzed through the validity test then continued by the calculation of correlation.

### **Research Results and Discussion**

To produce an unbiased decision in the linear regression equation or "BLUE" (Best Linear Unbiased Estimator), the symptoms of aberration are tested using the classical linear model framework. They are the linearity test, normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. The results of each test were described as follows:

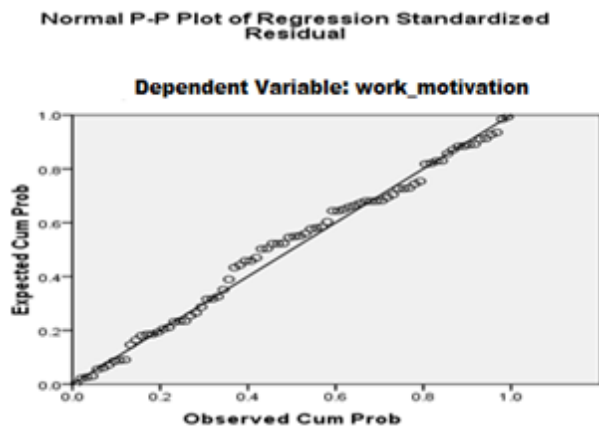


Figure 1. Linearity Test

**Normality Test:** the result of the normality test shows that the independent variables and multiple linear regression are normally distributed (figure 2).

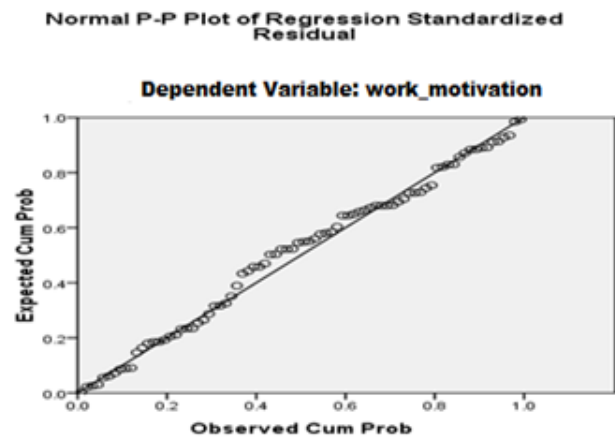


Figure 2. Normality Test

**The Multicollinearity Test:** the result of multicollinearity test shows that there is no multicollinearity among variables. Based on the results of the study, the multicollinearity test result is shown in the table.

Table 1. Multicollinearity Test “Coefficients”

Model		Correlations			Collinearity Statistics	
		Partial	Part	Tolerance	VIF	
1	Transactional leadership	.800	.504	.337	.337	2.968
	Training	.742	.261	.156	.337	2.968

a. Dependent Variable: work motivation

**The Heteroscedasticity Test:** the result of heteroscedasticity test shows that there is no certain patterns on the scatter plot diagram, as shown in figure 3.

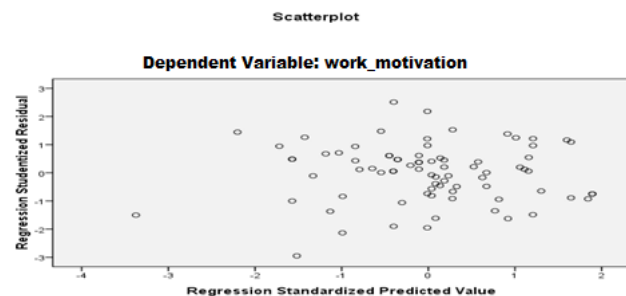


Figure 3. Scatterplot Diagram

**This Autocorrelation Test:** From the data in table 2 above, it is known that the DW value = 1,909 because it is located between -2 and 2, it can be concluded that the multiple linear regression equation in this study does not have autocorrelation.

Table 2. Autocorrelation Test “Model Summary”

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 <sup>a</sup>	.665	.656	4.14172	1.909

a. Predictors: (Constant), transactional leadership, training,

b. Dependent Variable: work motivation

**Multiple Linear Regression Analysis:** By looking at the table of calculation results on table 3, it can be

produced multiple linear regression equations, as follows:

$$Y = 6.124 + 0.559 X_1 + 0.284 X_2$$

From the regression equation, it can be seen that the regression coefficients of the two independent variables, namely  $b_1$  and  $b_2$  are positive. This means that if each independent variable ( $X_1$  and  $X_2$ ) is increased it will have an impact on the increase in variable  $Y$  at a significant level of 5%.

**Table 3. Regression Coefficient “Coefficients<sup>a</sup>”**

Model B		Unstandardized Coefficients		Standardized Coefficients		
		Std. Error	Beta	t	Sig.	
1	(Constant)	6.124	4.257		1.438	.154
	Transactional leadership	.559	.109	.581	5.116	.000
	Training	.284	.120	.269	2.368	.020

a. Dependent Variable: work motivation

**The Correlation Coefficient (R):** From the data in the table above, the value of the correlation coefficient (R) is 0.815. This means that there is a strong and positive relationship between independent variables  $X_1$  and  $X_2$  (transactional leadership and training) on the dependent variable  $Y$  (work motivation).

**Table 4. Correlation Coefficients “Model Summary”**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 <sup>a</sup>	.665	.656	4.14172	1.909

a. Predictors: (Constant), transactional leadership, training

b. Dependent Variable: work motivation

**The Determination Coefficient Analysis:** From table 4 above, it is known that the value of the coefficient of determination (R Square) is 0.665 or 66.5%. This shows that the contribution or direct correlation between variables  $X_1$  and  $X_2$  (transactional leadership and training) with the  $Y$  variable (work motivation) is 66.5%, and the remaining 33.5% is affected by other factors which were not observed in this study. The adjusted determination coefficient was 0.656 or 65.6%. This means that the direct correlation is adjusted to 65.6% and the remaining 34.4% is an indirectly adjusted correlation.

**The t-test** is done by comparing the value of sig.  $t_{count}$  of each independent variable using a significance level of 5%. The criteria used are as follows: 1) If the value is sig. <5%, then  $H_0$  is rejected and  $H_a$  is accepted: 2) If the value is sig. > 5%, then  $H_0$  is accepted and  $H_a$  is rejected.

Based on the research results listed in table 6 above, the result is that the value of sig. transactional leadership variables of 0,000 and sig values. training variable is 0.020. This means the sig value of the two independent variables is <5%. Thus  $H_0$  is rejected and  $H_a$  is accepted. So that it can be concluded that partially transactional leadership and training have a significant correlation on

the work motivation of employees of the XWJ Company.

The F test is done by comparing the value of sig.  $F_{count}$  using a significance level of 5%. The decision-making criteria used are as follows: 1) If the value is

sig. <5%, then  $H_0$  is rejected and  $H_a$  is accepted; 2) If the value is sig. > 5%, then  $H_0$  is accepted and  $H_a$  is rejected.

Based on the results of data processing obtained results as listed in the following table:

**Table 5. Value F Calculate “ANOVA”**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2622.354	2	1311.177	76.436	.000 <sup>a</sup>
	Residual	1320.846	77	17.154		
	Total	3943.200	79			

a. Predictors: (Constant), Transactional leadership, training

b. Dependent Variable: work motivation

From the data listed in Table 7. It is known that  $F_{count}$  is 76,436 with degrees of freedom are 2 and 77. The value of  $F_{table}$  with degrees of freedom 2 and 77 is 3.12. This means that  $F_{count}$  is greater than  $F_{table}$  and sig F value is 0,000. This significance value means less than 0.05 (5%). So the regression equation is significant. So that it can be concluded that simultaneously, transactional leadership and training have a correlation with the employees’ work motivation of the XWJ Company.

The hypothesis that it is assumed that there is a significant correlation between transactional leadership with employees’ work motivation of the XWJ Company is accepted. Regression coefficient value of the transactional leadership variable (X1) of 0.559 explains that 55.9% effective transactional leadership will be able to increase employee’s motivation.

**The Correlation between Leadership with Work Motivation:** The hypothesis states that it is assumed that there is a correlation between leadership on employees motivation at the XWJ Company is accepted. The regression coefficient value of leadership variable (X1) of 0.559 explains that 55.9% related to leadership has an influence on employees motivation. This shows that effective leadership will be able to improve employees motivation.

**The Correlation between Training with Work Motivation:** The hypothesis that it is assumed that

there is a correlation between training on employees motivation at XWJ Company is accepted. The training variable (X2) regression coefficient value of 0.284 explains that 28.4% related to training have correlation on employee work motivation. This shows that providing training for employees to be able to improve their abilities and competencies will be able to provide better work motivation.

**The Correlation between Transactional Leadership and Training with Work Motivation:** The hypothesis that it is assumed that there is a correlation between transactional leadership and training on employee motivation at XWJ Company is accepted. The coefficient of determination of 0.665 explains that transactional leadership and training simultaneously have correlation on the work motivation of the XWJ Company. This shows that the two independent variables examined in this study contributed 66.5% to employee motivation.

### Conclusions

Based on the analysis and processing of the data described above, the results of processing data about the correlation between transactional leadership and training on the work motivation of employees of the XWJ Company, which refers to concepts and theories relevant to this study and supported by statistical methods using multiple regression models, can be concluded as follows: a) There is a significant correlation between transactional leadership (55.9%) on employee work motivation at the



XWJ Company. This is indicated by the responses of respondents who mostly agree that leaders have carried out transactional leadership variables in accordance with what was stated in the questionnaire carried out. However, there are also variables that some respondents give low scores. Namely, according to the leaders in their transactional leadership still often use their power to employees and leaders also do not implement a system of giving punishments and rewards for employee performance consistently; b) There is a significant correlation between training (28.4%) with employees' work motivation of the XWJ Company. This is indicated by the responses of respondents who mostly agree that the training variable is in accordance with what is stated in the questionnaire carried out. However, there are also variables that some respondents give low scores. That is, according to them the existence of training has not determined the existing mutation and promotion programs regularly and the opportunity to develop themselves which can encourage them to work more actively; c) Simultaneously, transactional leadership and training variables correlation between employees' work motivation (66.5%).

**Conflict of Interest:** NIL  
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