



## TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' PERFORMANCE: THE MEDIATING ROLE OF MOTIVATION AND WORK ENVIRONMENT

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### Abstract

*The purpose of this study is to measure the effect of a transformational leadership and on employees' performance in an Indonesian manufacturer through motivation and work environment as a mediating variables. Data were collected by using simple random sampling to 851 employees population in an Indonesia manufacturer. The number of returned and valid questionnaires was 627. Data were processed by using SEM with SmartPLS 3.0. The results of the study concluded that transformational leadership has a positive and significant effect on employees' performance, both directly and indirectly through a mediating effect of motivation and work environment. This study proposes a model to improve employees' performance in Indonesia manufacturers by a transformational leadership through motivation and work environment as a mediator. This study can open the way to improve employee readiness in facing industrial revolution 4.0.*

**Keywords:** *Employees' performance, motivation, transformational leadership, work environment.*

### 1. Introduction

How great is the advancement of technology and the development of information, it will be

difficult for the organization to achieve its goals without human resources. If the human resources are good and what is needed is fulfilled, the employee performance will increase. Many factors influence the

improvement of employee performance, including work environment, transformational leadership style, motivation, and employee performance. To manage the organization to remain consistent with the goals of the organization, a leader is needed because leadership is an important part of improving the performance of employees. According to Stoner (1996), transformational leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Mulyadi and Rivai (2009) mentioned that leaders in their leadership era need to think as well as to demonstrate leadership styles. Ivansevich et al. (2008) stated that leadership is the ability to use the influence of the environment or situation of the organization, to produce a meaningful effect and environment impact on the achievement of challenging objectives.

The work environment in an organization or company is very important to be considered by management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on employees who carry out the production process. The work environment is an atmosphere where employees conduct activities every day. The work environment is generally determined by six dimensions: responsibility, coordination, team spirit, reward, standards and organizational clarity Timpe and Dalle (1999). Work environment is able to create motivation and reward if it is supported by nine factors: core values of the organization, leadership, employee aspirations, achievement, recognition, development, and role of work design, quality of work life, balance at the work and talent management Armstrong (2009). According to Barry et al. (2001), the work environment is the physical environment where employees' work affect the performance, security, and quality of their working lives.

A healthy and good work environment will affect the work comfort of employees. If employees feel comfortable at work, it can be ascertained that performance will increase. Employee performance is one of the mandatory aspects to be considered by a company because the performance of the employee requires the organization to achieve its goals Surbakti and Suharnomo (2013). The

term performance is elaborated as the ultimate ability of an individual employee to use its knowledge and skills efficiently and effectively. According to the research, the performance of employees is strictly related to his/her physical and academic profile Dvir et al. (2014). The performance of employees is the result of a planned process in a specific job at the time and place of the employee and the organization concerned according to Mangkuprawira et al. (2007), Prameswari et al (2020), Sihite et al (2020) and Sopa et al (2020).

Motivation is a cause that distributes and supports human behavior that they work hard and are enthusiastic to achieve optimal results (Hasibuan, 2007). Therefore, motivation is very important in human life because with motivation people can push the limits of their minds and achieve something they need and want. Handoko and Hani (2003) stated that work motivation is an individual's personal circumstances that encourage the willingness of individuals to perform certain activities in order to achieve a goal. According to Malthis and Jackson (2006), motivation is a desire in a person that causes the person acts.

## **2. Literature Review**

### **2.1. Transformational Leadership**

According to Stoner (1996), leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Ivansevich and Matteson (2008) stated that leadership is the ability to use the influence of the environment or situation of the organization to produce a meaningful effect and environment impact on the achievement of challenging objectives.

### **2.2. Work Environment**

The work environment is one of the most important things in supporting the motivation of nurse while in the hospital. As mentioned by Rahmawati et al. (2014) creating a good working environment atmosphere is by creating good relationships/interactions among employees so that the working atmosphere created will be more comfortable and harmonious. As a result, employees will have

more spirit to improve their performance. Saydam (2000) interpreted the work environment as "the entire work infrastructure that is around employees who are doing the work that can affect the work itself".

### **2.3. Motivation**

According to Rivai (2004), motivation is a set of attitudes and values that affect the individual to achieve the specific goals in accordance with the individual goals. Motivation is the driving force which leads individuals to want to act, perform, or do something without pressure or manipulation (Smith et al., 2015).

### **2.4. Performance**

According to Mangkunegara (2000), performance is the result of the quality and quantity achieved with the responsibility given to it. The factors that affect performance achievement are the factors of ability and motivation. According to Rivai (2004), performance is a function of motivation and ability. To accomplish a person's task or job should have a certain degree of willingness and level of ability.

### **2.5. Relationship between Transformational Leadership and Employee Performance**

Leadership style has an impact on employee performance (Asbari, 2019; Asbari et al, 2019; Asbari et al, 2020; Purwanto et al, 2019; Purwanto et al, 2020; Santoso et al, 2019; Hanifah et al. 2014). There is a significant relationship between leadership style on employees having improved the performance of all employees within the company. According to Nawaz (2017), leadership style related to employee performance both styles have a significant impact on individual performance. According to Lumbasi et al. (2016), the study established a significant positive effect between application of participative leadership style and the performance of the employee. According to Turang et al. (2015), leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. According to Febiningtyas and Ekaningtyas (2014), the first hypothesis is accepted that leadership

affects employee performance with the significance value.

*H1: There is a significant relation between transformational leadership and employee performance.*

### **2.6. Relationship between Transformational Leadership and Motivation**

Leadership style has an impact to motivation According to Lin, & Chuang (2014), The correlations between the above two leadership styles and the learning motivation of students are both "moderate to a good relationship" (Hanifah et al, 2014; Bernarto et al, 2020). Then, it seems obvious that there is a significant relationship between the leadership style and motivational work practiced by PT. Pelni (Elqadri et al, 2015). The value of the multiple correlation coefficient of  $R = 0,985a$ . It indicated that the degree of correlation between leadership style and motivation is very strong. According to Turang et al. (2015), leadership style has a significant influence partially on motivation. According to Febiningtyas and Ekaningtyas (2014), the test result of the effect of leadership variable on motivation showed that the leadership variable has a significant effect on motivation with the significance value.

*H2: There is a significant relation between transformational leadership and motivation.*

### **2.7. Relationship between Transformational Leadership and Work Environment**

According to Bernarto et al. (2020), there is a significant relationship between leadership style on environment having improved the performance of all employees within the company. According to Nawaz (2017), there is a need of shared leadership styles which contains the mixture of attributes of both styles to encourage their environment. Prameswari et al. (2020) stated that degree of correlation between leadership style and environment on employee performance is very strong. According to Purwanto et al. (2020), this study showed significant, concluding that leadership style directly influence work environment.

H3: *There is a significant relation between transformational leadership and work environment.*

## **2.8. Relationship between Motivation and Employee Performance**

Motivation impacts on employee performance Mangkunegara (2016). Motivation has a significant effect on physicians' performance at X hospital. According to Turang et al. (2015), motivation has a significant influence partially on employee performance in PT. Dayana Cipta. According to Renah and Setyadi (2014), it can be concluded that there is a significant effect between working motivation and performance. According to Musriha (2011), the job motivation significantly affects the job performance of cigarette rollers in Kudus District, Central Java Province. Aluf et al, (2017) stated that motivation has a positive and significant effect on their performance.

H4: *There is a significant relation between motivation and employee performance.*

## **2.9. Relationship between Work Environment and Employee Performance**

Work environment impacts on employee performance Muchtar (2016). Partially working environment significantly influences the performance of employees at University of PGRI Ronggolawe Tuban. According to Riyanto et al, (2017), the work environment has the greatest relationship or most closely related to employee performance. According to Putra and Sari (2017), the results of the study showed significant results that the work environment affects employee performance. According to Taty and Basir (2016), work environment has a direct and significant influence on employee performance. According to Mangkunegara (2016), work environment has a significant effect on physicians' performance at X hospital.

H5: *There is a significance relation between work environment and employee performance.*

## **2.10. Relationship between Transformational Leadership and Employee Performance through Motivation**

According to Hanifah et al. (2014), there is a significant relationship between leadership style on employees having improved the performance and motivation of all employees within the company. According to Nawaz (2017), there is a need of shared leadership styles which contains the mixture of attributes of both styles to motivate and encourage their employees. Elqadri et al. (2015) stated that degree of correlation between leadership style and motivation on employee performance is very strong. According to Almer et al. (2017), this study showed significant, concluding that leadership style and motivation directly influence the performance of employees. Turang et al. (2015) stated that leadership style and motivation have significant influence simultaneously on employee performance.

H6: *There is a significant relation between transformational leadership and employee performance through motivation.*

## **2.11. Relationship between Transformational Leadership and Employee Performance through Work Environment**

According to Hanifah et al. (2014), there is a significant relationship between leadership style on employees having improved the performance and work environment of all employees within the company. According to Nawaz (2017), there is a need of shared leadership styles which contains the mixture of attributes of both styles to encourage their employees. Elqadri et al. (2015) stated that degree of correlation between leadership style and work environment on employee performance is very strong. According to Almer et al. (2017), this study showed significant, concluding that leadership style and work environment directly influence the performance of employees. Turang et al. (2015) stated that leadership style and work environment have significant influence simultaneously on employee performance.

H7: *There is a significant relation between transformational leadership and employee performance through work environment.*



Figure 1. Research Model

### 3. Research Methodology

#### 3.1. Operational Definitions of Variables and Indicators

This study used quantitative methods. Data were collected by distributing questionnaires to all employees in companies. This study used 4 items to measure transformational leadership by Bass & Avolio (2000). This study used 7 items to measure work environment by Carlopio (1996). Motivation by Aldelfer (1972) was measured by using 5 items. Employee performance by Babin and Boles (1998) was measured by using 5 items. This study uses close-ended questionnaires except for questions/statements about the identity of respondents in the form of semi-open questionnaires. Each closed question/statement item has five answer options, namely: strongly agree (SS) with a score of 5, agree (S) with a score of 4, fairly disagree (KS) with a score of 3, disagree (TS) with a score of 2, and strongly disagree (STS) with a score of 1. Data were processed by using the PLS method with SmartPLS version 3.0 software.

#### 1.1. Population and Sample

The population in this study were 851 employees in an Indonesian manufacturer. The questionnaire was distributed with a simple

random sampling technique. The number of returned and valid questionnaires was 627. So, 73.68 percent questionnaires were valid from the number of population.

### 4. Results and Discussion

#### 4.1. Sample Description

Table 1. Sample Descriptive Information

Criteria	Amount	%	
Age (per December 2019)	< 30 years old	267	42.61%
	30 - 40 years old	239	38.08%
	> 40 years old	121	19.31%
Working period as a permanent employee	< 5 years old	28	4.50%
	5-10 years old	441	70.30%
	> 10 years old	158	25.20%
Last formal education	Bachelor degree	80	12.75%
	Senior High Company / Equal	431	68.70%
	≤ Junior High Company	116	18.55%

## 4.2. Test Results Validity and Reliability of Research Indicators

Measurement model tests include convergent validity, discriminant validity, and composite reliability tests. The results of the PLS analysis can be used to test the hypothesis if all the indicators in the PLS model meet the requirements of convergent validity, discriminant validity, and reliability tests.

### 4.2.1. Convergent Validity Testing

Convergent validity test is performed by looking at the loading factor value of each indicator to the construct. For most references, a loading factor of 0.5 or more is considered to have validation that is strong enough to explain latent constructs (Chin, 1998; Hair et

al, 2010; Ghozali, 2014). In this study, the minimum acceptable loading factor is 0.5, with the condition that the AVE value for each construct is  $> 0.5$  (Ghozali, 2014).

Based on the PLS model estimation results in the figure above, all indicators had a loading factor value above 0.5 so that the model met the convergent validity requirements. Apart from looking at the loading factor value of each indicator, convergent validity was also assessed from the AVE value of each construct. The AVE value for each construct was already above 0.5. So the convergent validity of this study met the requirements. The value of items loadings, Cronbach's alpha, composite reliability and AVE of each construct can be seen in Figure 2 and Table 2:

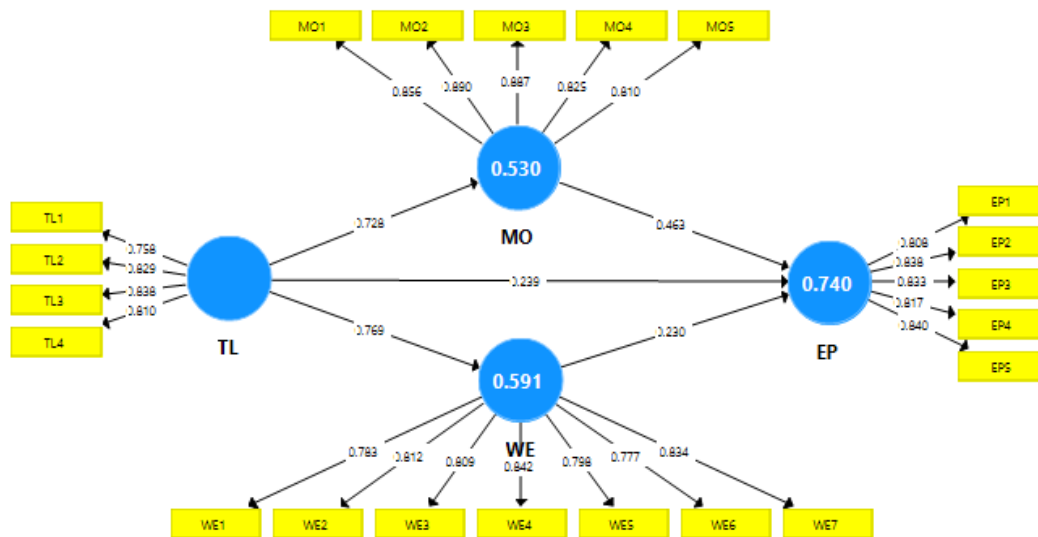


Figure 2. Valid Model Estimation

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership (TL)	TL1	0.758	0.824	0.883	0.655
	TL2	0.829			
	TL3	0.838			
	TL4	0.810			
Work Environment (WE)	WE1	0.783	0.911	0.929	0.653
	WE2	0.812			

	WE3	0.809			
	WE4	0.842			
	WE5	0.798			
	WE6	0.777			
	WE7	0.834			
Motivation (MO)	MO1	0.856	0.907	0.931	0.730
	MO2	0.890			
	MO3	0.887			
	MO4	0.825			
	MO5	0.810			
Employees' Performance (EP)	EP1	0.808	0.885	0.915	0.684
	EP2	0.838			
	EP3	0.833			
	EP4	0.817			
	EP5	0.840			

#### 4.2.2. Discriminant Validity Testing

A discriminant validity test is carried out to ensure that each concept of each latent variable is different from the other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of the discriminant validity test by using AVE squared values or by looking at the Fornell-Larcker Criterion Value can be seen in Table 3 and Tabel 4. The results of the discriminant validity test in Table 3 and Table 4 showed that all constructs had the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model met the discriminant validity.

#### 4.2.3. Construct Reliability Testing

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The

recommended composite reliability and Cronbach's alpha values are more than 0.7. (Ghozali, 2014). The reliability test results in table 2 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the required reliability.

#### 4.3. Hypothesis Testing

Hypothesis testing in PLS is also called the inner model test. This test includes a test of the significance of direct and indirect effects and measurement magnitude influence of exogenous variables on endogenous variables. To find out the influence of tacit and explicit knowledge sharing on organizational learning and innovation capability, a direct influence test is needed. The direct effect test is performed using the t-statistic test in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as in the table below:

**Tabel 3. Item Loading and Cross-Loading**

	EP	MO	TR	WE
EP1	<b>0.809</b>	0.641	0.569	0.595
EP2	<b>0.837</b>	0.664	0.639	0.647
EP3	<b>0.834</b>	0.696	0.627	0.658

EP4	<b>0.808</b>	0.678	0.613	0.692
EP5	<b>0.837</b>	0.673	0.648	0.608
MO1	0.717	<b>0.851</b>	0.618	0.661
MO2	0.732	<b>0.888</b>	0.623	0.693
MO3	0.685	<b>0.887</b>	0.624	0.692
MO4	0.609	<b>0.820</b>	0.600	0.657
MO5	0.707	<b>0.803</b>	0.604	0.636
TL1	0.539	0.581	<b>0.748</b>	0.656
TL2	0.629	0.635	<b>0.829</b>	0.634
TL3	0.642	0.588	<b>0.843</b>	0.608
TL4	0.617	0.530	<b>0.814</b>	0.571
WE1	0.600	0.599	0.630	<b>0.775</b>
WE2	0.599	0.596	0.590	<b>0.802</b>
WE3	0.550	0.567	0.575	<b>0.806</b>
WE4	0.652	0.643	0.635	<b>0.841</b>
WE5	0.664	0.661	0.627	<b>0.798</b>
WE6	0.655	0.650	0.598	<b>0.778</b>
WE7	0.643	0.694	0.633	<b>0.833</b>

**Table 4. Discriminant Validity**

Variables	EP	MO	TR	WE
<b>EP</b>	<b>0.827</b>			
<b>MO</b>	0.813	<b>0.854</b>		
<b>TL</b>	0.751	0.722	<b>0.809</b>	
<b>WE</b>	0.777	0.786	0.762	<b>0.808</b>

**Table 5. R Square Value**

	R Square	R Square Adjusted
<b>EP</b>	0.740	0.739
<b>MO</b>	0.530	0.529
<b>WE</b>	0.591	0.590

**Table 6. Hypotheses Testing**

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
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H1	TL -> EP	0.239	0.042	9.426	0.000	Supported
H2	TL -> MO	0.728	0.039	32.138	0.000	Supported
H3	TL -> WE	0.769	0.040	40.448	0.000	Supported
H4	MO -> EP	0.463	0.043	9.426	0.000	Supported
H5	WE -> EP	0.230	0.047	5.122	0.000	Supported
H6	TL -> MO -> EP	0.337	0.027	8.573	0.000	Supported
H7	TL -> WE -> EP	0.177	0.028	5.088	0.000	Supported

Based on Table 5 above, the value of R Square of WE was 0.591 which means that work environment (WE) was explained by transformational leadership (TL) by 59.1%, while the remaining 40.9% was explained by other variables not discussed in this study. The value of R Square of MO was 0.530 which means that motivation (MO) was explained by transformational leadership (TL) by 50.3%, while the remaining 49.7% was explained by other variables not discussed in this study. Meanwhile, the value of R Square of employees' performance (EP) was 0.740 which means that the employees' performance variable was explained by transformational leadership (TL), work environment (WE) and motivation (MO) by 74.0%, while the remaining 26.0% was explained by other variables not discussed in this study. Table 6 shows T Statistics and P-Values which show the influence between variables.

#### 4.4. Discussion

The results of the hypotheses testing found that the transformational leadership style has a significant positive effect on the employee performance (beta= 0.239; T Statistic= 9.426; P-Values= 0.000 < 0.05). This means that H1 accepted, thus, the higher the transformational leadership style felt by management of industry the higher the employee's

performance. If seen from the weight value of direct influence (*Beta*) which is positive, it showed that the better the transformational leadership style, the higher the employee's performance. Leadership is the ability to influence (persuade) other people to achieve goals enthusiastically. This is a human factor that binds as a group together and motivates them to achieve goals. Transformational leadership style has a significant effect on the employee performance. Understanding leadership reflects the assumption that leadership involves a process of social influence. In this case, the influence is deliberately carried out by someone against others to structure activities and relationships within a group or organization. Effective leadership must give directions to the efforts of all workers in achieving organizational goals. Without leadership, relationships between individuals and organizational goals are weak. This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals.

Based on the results of hypotheses analysis, the model showed that transformational leadership style variables have a positive and significant effect on motivation (beta= 0.728; T Statistic= 32.138; P-Values= 0.000 < 0.05). This means that H2 accepted, thus, the better the transformational leadership style that is

perceived by employees, the work motivation will increase. Employees will feel motivation in working if they are led by leaders having a capability of providing motivational inspiration. The results of the hypotheses testing found that transformational leadership has a positive and significant effect on the work environment (beta= 4630.769; T Statistic= 40.448; P-Values= 0.000 < 0.05). This means that H3 accepted. Motivation has a positive and significant effect on the employee performance(beta= 0.463; T Statistic= 9.426; P-Values= 0.000 < 0.05). This means that H4 accepted. The results of the hypotheses testing found that the work environment has a positive and significant effect on the performance of Indonesian manufacturer employees (beta= 0.230; T Statistic= 5.122; P-Values= 0.000 < 0.05). This means that H5 accepted, thus, the better the work environment the higher the employee's performance. The work environment is a basic factor that must be considered and has a considerable role in every activity of the company.

The results of hypotheses testing (H6) showed that the value of T Statistics = 8.573 > 1.96, this means the result is significant at the 0.05 significance level. Then, it can be concluded that transformational leadership style influences employee's performance through motivation. This means that H6 accepted, better the transformational leadership style felt by employees, the higher the work motivation of employees. Thus, this will improve their performance. The effect of work motivation on performance is that employees having a strong urge to work will contribute more effectively to the company than employees who are lazy to work. Employees who have high work motivation will easily follow the leader's instructions so that their performance will increase.

The results of hypotheses testing (H7) showed that the value of T Statistics = 5.088 > 1.96, meaning this is significant at the 0.05 level of significance. Thus, it can be concluded that the transformational leadership style influences employee's performance through work environment. This means that H7 accepted.

## **5. Conclusion and Recommendation**

### **5.1. Conclusions**

Based on the results of the analysis and discussion described in the previous chapter, the conclusions from this study are: There is a positive impact of transformational leadership style on employee's performance, motivation and work environment. This means that the better the transformational leadership style, then employees' performance, motivation and work environment will increase. There is a positive influence on the motivation and work environment on employee's performance. This means that the better the motivation and work environment, then employees' performance will increase. The transformational leadership style has a positive influence effect on the employee's performance through motivation and work environment. This means that an increasingly good transformational leadership style will increase motivation and work environment and in the end, the employee's performance will also increase.

### **5.2. Managerial Implication**

Based on the findings in this study, some suggestions can be recommended to several parties including: Management of manufacturer applies a transformational leadership style that can be accepted by all employees, especially on the indicator willing to encourage the development and growth of subordinates by providing attractive bonuses. This is important even though it is only a bonus, but such an award is needed by employees so that it is expected to increase the motivation of the greater workforce. Management of manufacturer creates a conducive employee work environment, especially on facilities and work equipment. For this reason, the hotel should be able to improve work facilities and equipment to meet the hotel standards in general, considering that these facilities and equipment will be able to accelerate the work process so that employee performance will be more optimal. Management should always provide motivation to all employees to work seriously to achieve good performance results. Motivation is mainly given in the form of guarantees that the company will not fire employees, because this item is proven to have the lowest rating. So that there needs to be an

agreement that the company will not downsize employees, but on the other hand employees are also required to be able to maximize company performance.

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