

TRANSFORMATIONAL TRANSFORMATIONAL LEADERSHI STYLE CAN MODERATE THE INFLUENCE OF WORK MOTIVATION VARIABLES ON EMPLOYEE PERFORMANCE

Adi Soeprapto,¹ A. Idun Suwarna,² Albert, Alita Misila Salasabila,⁴ Riki Adriant,⁵

Universitas Pembangunan Nasional Veteran Yogyakarta, Indonesia¹ STIE Pasim Sukabumi, Indonesia² Universitas Semarang, Indonesia³ LSPR Jakarta, Indonesia⁴

Universitas Baturaja, Indonesia⁵

Correspondence E-mail: adi_soeprapto@upnyk.ac.id

Abstract

This research is a quantitative study with an explanatory approach, namely an approach that makes a number of previous studies the main strength in proving each hypothesis used in this article. Each hypothesis is proven through gradual testing, starting with a validity test as the first stage, a reliability test as the second stage, and path efficiency as the last stage ; The data used in this article is primary data that researchers obtained from PO Sinar Jaya employees spread throughout Indonesia as many as 300 employees

Keywords: Transformational Leadershi Style, Employee Performance, Work Motivation

INTRODUCTION

According to (NIEL 2013) in his book on human resource management motivation means a condition that drives or causes someone to do an act or activity that takes place consciously. From this understanding it also means that all theories of motivation are based on the main principle that: "humans (someone) only do an activity, which is fun to do." This principle does not rule out the condition that in a forced situation someone might do something they don't like. In reality, activities that are driven by something they don't like, such as forced activities, tend to be ineffective and inefficient.

Based on the main principle, 6 motivation theories have been developed from a psychological perspective, which can be implemented in HR management in an organization/company environment. The six theories are (NIEL 2013) : 1. Maslow's Theory of Needs In this theory, needs are interpreted as strength/energy that produces a drive for individuals to carry out activities, in order to fulfill or satisfy those needs. Needs that have been fulfilled/satisfied do not function or lose their power in motivating an activity, until they arise as new needs, which may be the same as before. Maslow in his theory presents different levels of needs that have different strengths in motivating someone to carry out an activity. In other words, needs are always hierarchical, which in sequence have different strengths, including those called work. The order from the strongest to the weakest in motivating consists of: Physical needs, Security needs, Social needs, Status/Power needs and Self-Actualization needs. 2. Herzberg's Two Factor Theory This theory suggests that there are two factors that can provide satisfaction in

work. The two factors are a. Factors that can motivate (motivators). These factors include achievement factors, recognition/award factors, responsibility factors, factors for obtaining progress and development in work, especially promotions, and the work factor itself (Tambrin, Sudarsono, and Ayuningsih 2021).

This factor is related to the needs at a high level in Maslow's theory. b. Work environment health needs (hygiene factors). This factor can be in the form of wages or salaries, relationships between workers, technical supervision, working conditions, company policies and administrative processes in the company. This factor is related to lower needs in Maslow's theory (Septiani 2017). 3. McClelland's Achievement Theory This theory classifies motivation based on the results of an activity in the form of achievements achieved, including in work. In other words, the need for achievement is a motivation in carrying out work. In relation to Maslow's theory, this means that this motivation is related to high-level needs, especially the need for self-actualization and the need for status and power (Sukiyah et al. 2021).

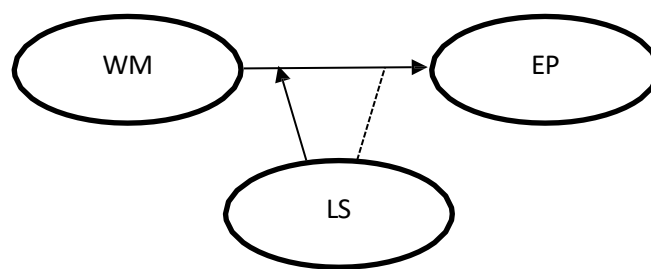
This need requires and requires a worker to carry out learning activities, in order to master skills/expertise that enable a worker to achieve an achievement (Saputra, Rahayu, and Choiriyah 2023). 4. Reinforcement Theory This theory is widely used and is fundamental in the learning process, by using a principle called the "law of effect" the law states that a behavior that receives a pleasant reward will experience reinforcement and tends to be repeated. For example, every time you get a good grade in learning, you get praise or a gift, then you tend to maintain it by repeating the learning process that you have done. Likewise, a behavior that does not receive a reward will not experience reinforcement because it tends not to be repeated, even avoided. 5. Expectancy Theory This theory adheres to the principle that says "there is a close relationship between a person's understanding of a behavior, with the results they want to obtain as hope." Thus, it also means that hope is a close energy to carry out an activity, which because it is directed to achieve something desired is called "effort". Effort in the environment of workers is carried out in the form of activities called work which are basically driven by certain expectations (Setiawan 2017).

The efforts that can be made by workers as individuals are influenced by the type and quality of their abilities, which are manifested in the form of skills or expertise in working. Based on the type and quality of skills/expertise in working, results will be obtained, which if in accordance with expectations will be felt as a reward that provides a sense of satisfaction (Abdillah and Hartono 2017). 6. Theory of Goals as Motivation In working, the aim is to form expectations. In reality, expectations are subjective and vary between individuals, even though they work in the same work unit or company. Goals come from strategic plans and operational plans of the organization/company, which are not influenced by individuals and are not easily changed. Therefore, goals are objective (Yuni 2016).

Based on the above explanation, the researcher believes that Work Motivation can have a positive relationship direction and a significant influence on Employee Performance. There are a number of previous studies (Huda 2011); (RIDO SANJAYA 2018); (ANDI KAFRAWI JAFAR 2018); (Novitasari 2020) & (Tambrin, Sudarsono, and Ayuningsih 2021). Unlike the above research, this article adds the Transformational Leadershi Style variable as a moderating variable.

RESEARCH METHODS

Figure 1
Model



Noted:

WM: Work Motivation

EP: Employee Performance

LS: Transformational Leadershi Style

Based on the explanation above, this article aims to determine the effect of Work Motivation variables on Employee Performance (Depitra and Soegoto 2018). This article is in line with a number of previous studies, namely (Huda 2011); (RIDO SANJAYA 2018); (ANDI KAFRAWI JAFAR 2018); (Novitasari 2020) & (Tambrin, Sudarsono, and Ayuningsih 2021). This research is a quantitative study with an explanatory approach, namely an approach that makes a number of previous studies the main strength in proving each hypothesis used in this article (Mulyono 2018). Each hypothesis is proven through gradual testing, starting with a validity test as the first stage, a reliability test as the second stage, and path efficiency as the last stage (Depitra and Soegoto 2018). The data used in this article is primary data that researchers obtained from PO Sinar Jaya employees spread throughout Indonesia as many as 300 employees with the hypotheses below (Sari 2015).

Hypothesis:

H1: The Influence of Work Motivation on Employee Performance

H2: Transformational Leadershi Style Cand Moderates The Influence of Work Motivation on Employee Performance

RESULT AND DISCUSSION

Background Analysis

According to (NIEL 2013) in his book on human resource management motivation means a condition that drives or causes someone to do an act or activity that takes place consciously. From this understanding it also means that all theories of motivation are based on the main principle that: "humans (someone) only do an activity, which is fun to do." This principle does not rule out the condition that in a forced situation someone might do something they don't like. In reality, activities that are driven by something they don't like, such as forced activities, tend to be ineffective and inefficient.

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Valdity Test

In accordance with the sequence, the validity test stage is the first stage and must be passed in this study. The data used is measured through this stage whether it is valid or not and can also determine whether the power used can go through the next stages. The following are the results of the validity test in this article (Sarstedt et al. 2014)

Table 1
Validity Test

Variable	Question Item	Loading Factor
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Work Motivation (X)	Work motivation can affect employee performance	0.875
	Work motivation can increase employee work enthusiasm	0.882
	Work motivation can be influenced by Transformational Leadershi Style	0.899
	Work motivation can improve work results	0.895
Employee Performance (Y)	Employee performance can be influenced by work motivation	0.914
	Employee performance can be influenced by Transformational Leadershi Style	0.908
Transformational Leadershi Style (Z)	Transformational Leadershi Style can affect employee performance	0.915
	Transformational Leadershi Style can affect work motivation	0.921

Valid > 0.70

Reliability Test

The next stage is to ensure that the data used in this article is valid and can be continued to the next stage, namely the reliability test stage. This stage serves to ensure that the variables used in this article are reliable. The following are the results of the reliability test in this article (Hair 2010):

Table 2
Reliability Test

Variable	Comsposite Reliability	Cronbach Alfa	Loading Factor
Work Motivation	0.896	0.855	Reliable
Employee Performance	0.942	0.901	Reliable

Transformational Leadershi Style	0.986	0.945	Reliable
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Reliable > 0.70

Path Coefisien

The last stage that must be passed in this research is the Path Coefficient stage. This stage serves to ensure that the two hypotheses proposed in this article can be proven or not. Therefore, the following are the results of the Path Coefficient in this article (Ghozali 2016).

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influece	WM->EP	0.008	Accepted
Indirect Influence	LS* WM->EP	0.000	Accepted

Significant Level < 0.05

The last and mandatory stage in this article with the aim of proving each hypothesis in this study, namely the Work motivation variable can have a positive and positive relationship with Employee Performance, can be proven. This is because the P-Values are positive and below the significance level of 0.05, namely 0.008. These results are in line with a number of previous studies, namely (Huda 2011); (RIDO SANJAYA 2018); (ANDI KAFRAWI JAFAR 2018); (Novitasari 2020) & (Tambrin, Sudarsono, and Ayuningsih 2021). These results are because Work Motivation can increase work enthusiasm and work results which can ultimately have a good impact on Employee performance. In addition, in the next hypothesis, the Transformational Leadershi Style variable can moderate the influence of the Work Motivation variable on Employee Performance because the P-Values are positive and below the significance level of 0.05y, which is 0.000, which is more significant than direct testing of 0.008. Thus, it can be concluded that the first and second hypotheses in this article can be accepted and proven.

CONCLUSION

The last and mandatory stage in this article with the aim of proving each hypothesis in this study, namely the Work motivation variable can have a positive and positive relationship with Employee Performance, can be proven. This is because the P-Values are positive and below the significance level of 0.05, namely 0.008. These results are in line with a number of previous studies, namely (Huda 2011); (RIDO SANJAYA 2018); (ANDI KAFRAWI JAFAR 2018); (Novitasari 2020) & (Tambrin, Sudarsono, and Ayuningsih 2021). These results are because Work Motivation can increase work enthusiasm and work results which can ultimately have a good impact on Employee performance. In addition, in the next hypothesis, the Transformational Leadershi Style variable can moderate the influence of the Work Motivation variable on Employee Performance

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