

IMPROVING EMPLOYEE PERFORMANCE WITH TRANSFORMATIONAL LEADERSHIP THROUGH INTRINSIC MOTIVATION

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Abstract

This study aims to examine and analyze the effect of transformational leadership on employee performance through intrinsic motivation. This study uses a descriptive quantitative method with a causal approach. The object of this research is the Public Works and Spatial Planning Department of Pandeglang Regency using a sample of 133 respondents. Questionnaire answers were measured using an interval scale of 1 – 10. Data were analyzed using the SmartPLS version 3.29 software. The results of this study stated that: 1). Transformational leadership has a significant effect on employee performance. 2). Transformational leadership has a significant effect on intrinsic motivation. 3). Intrinsic motivation has a significant effect on employee performance. Intrinsic motivation can mediate the influence of transformational leadership on employee performance in partial mediation.

Keywords: Employee Performance, Transformational Leadership, Intrinsic Motivation

1. Introduction

Human resources are one of the bases of competitive strength and a significant key part to achieve success in competing to achieve goals. Therefore, HR management for a company or industry is a meaningful matter for services to the public (Ricardianto, 2018: 1; Sundusiah et al., 2021). Employees are the main assets of the organization and have a strategic role in the company as thinkers, planners, and controllers of organizational activities in order to achieve organizational goals (Elgelala & Noermijati, 2014; Haryadi et al., 2021). Organizations are required to have special details and abilities so they can focus on improving their performance. Details in an organization want to be the best in the organization itself. Such details in the aspects of medicine (pharmaceutical), communication technology, banking, electronics, automotive, and various other aspects (Wirdawati et al., 2021). Human resources or employees are one of the most important sources of company strength in an organization and are often referred to as determinants

for achieving organizational goals, therefore organizations need human resources or employees who perform well so that they can achieve predetermined organizational goals (Noe *et al.*, 2014: 121). Employees are an important part of the company compared to other parts such as capital, technology and other resources, because the individual itself manages the rest. Individuals choosing technology, individuals seeking capital, individuals using, on the individual side can be one of the sources of competitive advantage and the source of lasting competitive advantage. Therefore, HR management in the company is something that is very meaningful. The success of the company's management is largely determined by the activities of the use of its employees(Khan *et al.*, 2018).

Employee performance is one of the important work attitudes to be checked and organizations often conduct regular surveys related to their performance. High employee performance can increase customer loyalty and trust (Supriyanto *et al.*, 2020). That way, every employee needs to know exactly what his key responsibilities are, what kind of abilities he must achieve and be able to measure his own properly the markers of success (Asrar-ul-haq & Kuchinke, 2016). Employee performance is an important issue for non-profit and profit organizations, employee performance serves as a benchmark in measuring the achievement of an organization or institution. Performance can be simply expressed as the quality of work or the effectiveness and efficiency of a particular program or activity (Kissi *et al.*, 2020).One of the efforts to improve employee capabilities is with good leadership, organizations need a leadership person who can support the organization in achieving its goals(Abouraia & Othman, 2017). Leadership is a way in which an individual (superior) influences a group of people to achieve a common goal(Northouse, 2018: 9). Leadership is an important determinant of increasing employee organizational commitment. Theoretically, there are a number of leadership styles that a leader can apply in his organization. Regarding the appropriate leadership style, the leader must look at the situation of the subordinates he leads. Proactive leadership style is a hallmark of transformational leadership style.Transformational leadership is a leadership approach by making efforts to change understanding, arouse enthusiasm and inspire subordinates or groups to make extra efforts in achieving group goals, without feeling pressured or squeezed (Luthan, 2006: 653; Prabowo *et al.*, 2018). Transformational leadership motivate subordinates to do more than what is actually expected is by increasing meaningful goals, and the number of jobs in the eyes of subordinates, by encouraging subordinates to risk subordinates' own needs for the needs of a larger team, group, or policy and by increasing levels of leadership. our desire to a bigger phase such as self-actualization (Priarso *et al.*, 2019).

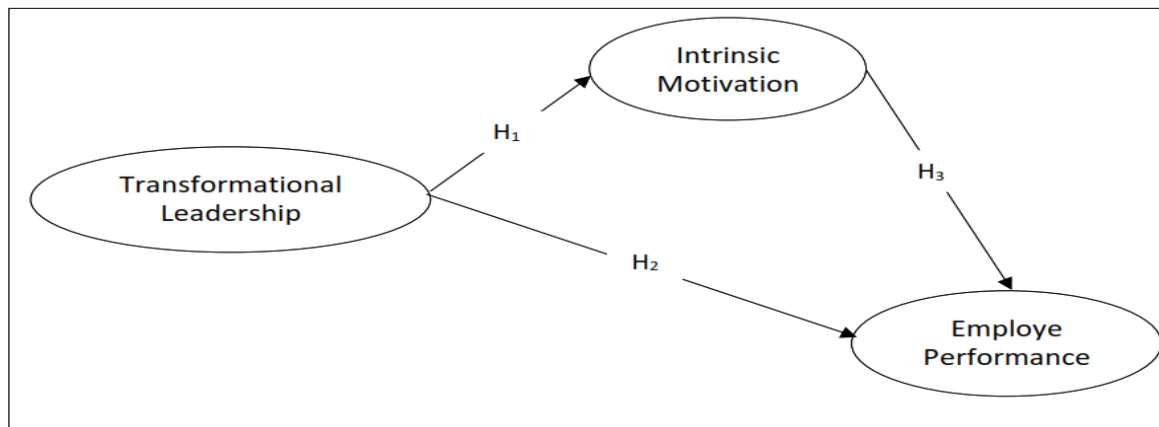
In addition to the transformational leadership style, other factors that can improve performance are through motivation. Motivation is a skill, in directing employees and organizations to want to work successfully, so that the desires of employees and

organizational goals are simultaneously achieved (Kılıç & Uludağ, 2021). According to (Hertzberg 2008:230; Adhi & Aima, 2021) describes the content of motivation consists of two groups of motivational factors, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is the driving force for work that comes from within the worker in the form of awareness about the meaning of the work being carried out (Efendi & Rahardja, 2021). According to (Al-mansoori, 2019) intrinsic motivation comes from within the individual. This motivation results in the integrity of goals, both organizational goals and individual goals, both of which can be satisfied (Novitasari et al., 2021).

The State Civil Apparatus (ASN) as mandated by Law Number 5 of 2014 concerning ASN states that the duties and functions of Civil Servants, apart from being the Maker and Implementer of Public Policy and the Unifying Adhesive of the Nation, also act as Public Servants. So as a public servant ASN is required to be able to work optimally so that there is no longer any doubt from the public about the performance of ASN. Apart from that, State Civil Apparatus employees have functions that have been regulated in the ASN Law as follows: a. Public policy implementer. b. Public servant. c. The glue and unifier of the nation. The role of ASN employees as planners, implementers, and supervisors for the implementation of general government tasks and national development through the implementation of policies and public services that are professional, free from political intervention, and free from practices of corruption, collusion and nepotism. The Department of Public Works and Spatial Planning (DPUPR) of Pandeglang Regency was formed based on Regional Regulation Number 6 of 2016 concerning the Formation and Composition of Regional Apparatuses in the regional regulation, it is stated that the Public Works and Spatial Layout Office Type A, organizes Public Works and Spatial Planning affairs, for more details regarding The DPUPR is contained in the Pandeglang Regent Regulation Number 54 of 2016 concerning Position, Organizational Structure, Details of Duties and Functions, and Work Procedures of the Public Works and Spatial Planning Office which has the task of carrying out regional government affairs in the fields of community, irrigation, building planning, spatial planning and construction services based on the principle of autonomy and co-administration. In accordance with the main duties and functions of the DPUPR, employees are needed who can carry out their duties optimally. In order for the quality of work to be optimally successful, maximum work skills are needed, so the contribution of the transformational leadership style and organizational culture plays a role in influencing the ability of ASN in working at the District Public Works and Spatial Planning Office. Pandeglang. Every year there is a difference in performance achievement due to a discrepancy between the plan and the output that must be achieved.

From the results of previous research conducted by (Tania et al., 2021; Kalsoom et al., 2018; Zeb. A et al., 2018; Haryadi et al., 2021) stated in the results of his research that transformational leadership has a very important and significant influence on

employee performance. However, different research conducted by (Martha et al., 2020; Buil et al., 2019; Otto, 2018) stated in the results of his research that transformational leadership does not have a positive and significant effect on employee performance.



Source: Research developed 2022

Figure 1 Research Model Design

From the literature review and referring to the design of the research model above, the authors propose hypotheses including the following:

- H₁: Transformational leadership has a positive and significant effect on employee performance.
- H₂: Transformational leadership has a positive and significant effect on intrinsic motivation.
- H₃: Intrinsic motivation has a positive and significant effect on employee performance.

2. Research Method

In this research, the method used by the author is descriptive quantitative research with a causal approach (cause effect). The causal method (cause effect) is research that will look for descriptions in the form of relationships, effects, effects and causal effects (cause and effect) of various concepts or as factors or part of ways designed in management science (Ferdinand, 2014: 7). The population is a collection of parts in the form of events, about respondents who have similar personalities/characters who are the center of attention of a researcher (Ferdinand, 2014: 171). The population in this study were all Civil Servants at the Public Works and Spatial Planning Office of Pandeglang Regency for the 2021 Fiscal Year, as many as 133 employees whose address was at Jl. Gen. Sudirman Komp. Cikupa Office, Pandeglang, Kec. Pandeglang, Pandeglang Regency, Banten 42211, consisting of

18 women and 115 men. The sample is part of the selected population and represents some of the population (Yusuf, 2017: 150). The sample in this study were all Civil Servants at the Department of Public Works and Spatial Planning Pandeglang Regency totaling 133 respondents with a sampling technique using a saturated sample of all populations as samples. The data collection technique used in this study used a questionnaire with a scale of 1-10 using the agree disagree scale method. 133 questionnaires have been obtained from the respondents. The data analysis technique in this study is descriptive analysis using the SPSS version 26 program, then to find the effect between variables using inferential analysis with the SmartPLS version 3.29 assistance program through the outer model test by covering the validity test and reliability calculation test then by looking at the scuer value. root of each variable. Then continued with the inner model test by looking at the value of R^2 (R Square). To look for direct and indirect effects between variables, use the bootstrapping test by looking at the direct and indirect effects.

Research Results and Discussion

Before carrying out the assumption test, it is necessary to test the validity to show how positive an instrument method is or how to measure a design. In this research, the validity test was tried by looking at the numbers of convergent validity and discriminant validity. Furthermore, the results of the validity test can be observed in the following sketch:

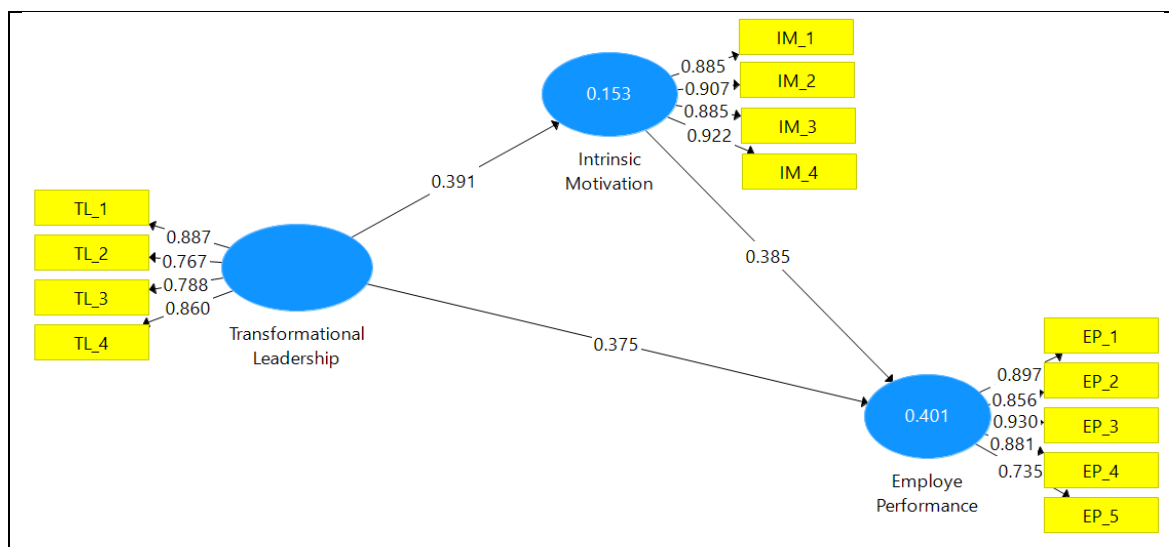


Figure 2 Outer Research Model

Source: 2022 research data processing results

The picture above shows that all the elasticities of each indicator have a value greater than 0.70, they can automatically meet the validity standards of a data. According (Ghozali & Latan., 2015: 74) Indicators are claimed to be real if each indicator has

an outer loading number greater than 0.70. Not only looking at the number from the outer loading, convergent validity can also be observed from the number (AVE) that must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average variance extracted for each variable is located above 0.50 as shown in the following image:

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...	Copy
	Cronbach's Alpha		Composite Reliability	Average Variance Extracted (AVE)	
Employee Performance	0.913		0.935	0.744	
Intrinsic Motivation	0.922		0.944	0.809	
Transformational Leadership	0.844		0.896	0.684	

Figure 3 Cronbach Alpha, Composite Reliability and AVE Values

Source: Output SmartPLS 3.29 processed 2022

The picture above shows the value of reliability testing showing the value of Cronbach's Alpha, Composite Reliability on all variables, there are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value is > 0.50 so that the construct reliability & validity are met.

3. Hypothesis Testing Results

The assumption is claimed to be obtained when the T statistic and the t table index value > (1. 960) or the P values are less than the significance value of 0.05. The results can be seen in the table below:

Path Coefficients

Mean, STDEV, T-Values, P...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipb
		Original Sample (O)	T Statistics (O/STDEV)	P Values
Intrinsic Motivation -> Employee Performance		0.385	4.250	0.000
Transformational Leadership -> Employee Performance		0.375	4.816	0.000
Transformational Leadership -> Intrinsic Motivation		0.391	5.100	0.000

Figure 4. Bootstrapping Direct Effect Test Results

Source: SmartPLS 3.29 output processed 2022

The above is the result of the Bootstrapping test with SmartPLS 3.29 which can be explained in the explanation below:

4. Discussion of Research Results

The Effect of Transformational Leadership on Employee Performance

The findings of this study, the first hypothesis of the results of this study shows that transformational leadership has a significant positive effect on employee performance. Based on the results of bootstrapping testing with SmartPLS 3.29, the effect of transformational leadership on employee performance is the acquisition of a T statistic of 4.816 > from T table (1.960) and P values (0.000) < sig (0.05). Thus it can be concluded that the first hypothesis is accepted which states that transformational leadership has a significant positive effect on employee performance. The more effective the leader who has a transformational leadership style, the more employee performance will increase. Respondents revealed that they are motivated by the presence of a highly charismatic leader who can inspire and individual attention to their subordinates who can motivate and support their positive desires in terms of activities towards their work. Transformational leadership is a proactive leader who acts as an agent of change, gathers followers of understanding through their collective needs, and helps them achieve their goals effectively (Busari, et al, 2019; Islam et al., 2020). Transformational leadership provides the basis for long-term team changes which, in turn, will provide a meaningful basis for achieving the larger goals of the group system (Jain et al., 2019). Transformational leadership is centered on supporting followers to achieve greater abilities by being excellent role models (perfect impact), communicating dreams and goals, inspirational drive, increasing intellect and rationality, excitement intellectually and sharing individual care, personal estimation (Kim & Park, 2019). The author builds a hypothesis in the previous chapter stating that transformational leadership has a positive and significant effect on employee performance. This research is in line with previous research conducted by (Zeb. A *et al.*, 2018; Ma & Jiang, 2018; Kalsoom *et al.*, 2018), The more effective the leader who has a transformational leadership style, the higher the employee's performance.

The Effect of Transformational Leadership on Intrinsic Motivation

The findings of this study, the third hypothesis, the results of this study indicate, that transformational leadership has a significant positive effect on intrinsic motivation. Based on the results of bootstrapping testing with SmartPLS 3.29, the effect of transformational leadership on intrinsic motivation is the acquisition of a T statistic of 5.100 > from T table (1.960) and P values (0.000) < sig (0.05). Thus it can be concluded that the third hypothesis is accepted which states that transformational leadership has a significant positive effect on intrinsic motivation. The more effective the leader who has a transformational leadership style, the higher the intrinsic motivation. Respondents revealed that they are motivated by the presence of a highly charismatic leader who can inspire and individual attention to their subordinates who can motivate and support their positive desires in terms of

activities towards their work that build enthusiasm in employees. Transformational leadership style brings conditions leading to great ability in groups/institutions that are undergoing reform and transformation (Luthan, 2006: 653; Yukl, 2017: 316). This research is in line with previous research conducted by (Hadian, 2018; Pariesti, 2021; Saputro, 2021) which states that transformational leadership has a significant positive effect on intrinsic motivation. The more effective the leader who has a transformational leadership style, the more intrinsic motivation increases.

The Influence of Intrinsic Motivation on Employee Performance

The findings of this study, the fifth hypothesis, the results of this study indicate, that intrinsic motivation has a significant positive effect on employee performance. Based on the results of bootstrapping test with SmartPLS 3.29, the effect of intrinsic motivation on employee performance is the acquisition of a T statistic of 4.250 > from T table (1.960) and P values (0.000) < sig (0.05). Thus it can be concluded that the fifth hypothesis is accepted which states that intrinsic motivation has a significant positive effect on employee performance. The higher the intrinsic motivation possessed by the employee, the higher the employee's performance. The results of the calculation of the statement of intrinsic motivation variable index using four indicators, namely the work itself, success, rewards, development. The average index of the four indicators is in a high interpretation with a value of 75.80. The index results show that intrinsic motivation has an important role. Broadly speaking, intrinsic motivation can be shown by the work itself, the success of an employee in his achievements, awards obtained, and employee development through training and so on can trigger employees. Intrinsic motivation is a regulator of activities that cause individuals to participate stems from an impulse that grows from within the employee (Makki & Abid, 2017). This research is in line with and supports previous research conducted by (Dharmayati, 2019; Nasir *et al.*, 2019; Shin *et al.*, 2019), which states that intrinsic motivation has a significant positive effect on employee performance. The higher the intrinsic motivation possessed by the employee, the higher the employee's performance.

Indirect Effect of Transformational Leadership on Employee Performance Through Intrinsic Motivation

Based on the research findings, the findings are that intrinsic motivation can mediate the influence of transformational leadership on employee performance. The magnitude of the indirect effect of the acquisition of the statistical t value is 6.209 > t table 1.960 and has a p value of 0.000 < sig 0.05.

6. Conclusion

Based on the findings of the research, transformational leadership has a positive and significant effect on employee performance. To improve employee performance, namely by increasing transformational leadership. Transformational

leadership has a positive and significant effect on intrinsic motivation. To increase intrinsic motivation, namely by increasing transformational leadership. Intrinsic motivation has a positive and significant effect on employee performance. To be able to improve employee performance, namely by increasing intrinsic motivation. In addition, the intrinsic motivation variable can mediate the influence of transformational leadership on employee performance.

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