

# Effect of Transformational Leadership Style on Employee Performance Through Work Motivation of Employees of the Culture and Tourism Office of Bojonegoro Regency

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## Abstract

*The research objectives are effect of transformational leadership style on employee performance through work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency. The type of research used is quantitative research. The population used in this study are employees of the Culture and Tourism Office of Bojonegoro Regency, totaling 36. The sample is part of the number and characteristics possessed by the population. The sample in this study are employees of the Culture and Tourism Office of Bojonegoro Regency, totaling 36. The data analysis technique in this study used descriptive statistics and inferential statistics with the help of partial least square analysis tools. The results show that transformational leadership style has a negative and insignificant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Work motivation has a positive and significant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on employee performance through work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency.*

## Keywords

transformational leadership style; employee performance; work motivation



## I. Introduction

Every organization or company in the form of private or government, of course, has a goal, both short-term and long-term goals to be achieved through the activities it carries out. So often the organization is said to be a rational coordination, the activities of a number of people to achieve common goals through the division of work and functions through the hierarchy of authority and responsibility Schein in Mangkunegara (2009), which will result in organizational performance which is an important part of the organization to measure the effectiveness of human resources (Snell and Bateman, 2018).

Employees are the most important element in determining the progress of an organization. To achieve company goals, employees who are in accordance with the requirements of the organization are needed, and must also be able to carry out the tasks that have been determined by the organization. Every organization always strives to encourage the performance of its employees, with the hope that the increase in performance will encourage the achievement of organizational goals. The ability of employees is reflected in performance, good performance is optimal performance. Employee performance is one of the capital for the organization to achieve its goals.

Employee performance is something that should be considered by company leaders. Employees in carrying out work in organizations are influenced by several things, including the presence of leaders who are able to appreciate and understand their employees so that employees are motivated (Bodla et al., 2014).

Performance is a translation of the word performance which is defined as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and mutually agreed upon. Performance can be viewed as a process as well as the result of workers. Performance is a process of how work takes place to achieve work results. But the work itself shows performance. Performance is the result of work that has been achieved in completing the tasks and responsibilities given within a certain period. Performance can be defined, the work achieved by workers or employees in quality and quantity in accordance with their responsibilities. Performance standards are considered satisfactory if the statement indicates several main areas of employee responsibility, includes how a work activity will be carried out, and directs attention to quantitative mechanisms for how performance results will be measured.

The results of research by Novac and Bratanov (2014), state that the general perception of society is that public organizations rarely achieve their goals, employees do not do their jobs properly and there is no efficiency in using resources or proper motivation from employees. Negative images can be a projection of internal dissatisfaction with pay, recognition, career prospects, and leader behavior.

The character and success of an organization in achieving its goals depends on how the leadership style is carried out. There is a positive and significant influence between transformational leadership and employee motivation and employee performance. And employee motivation has a significant influence on performance, it is shown that employees can achieve very good performance in their work, which is a form of implementing transformative leadership and employee motivation from company leaders.

In organizational change, both planned and unplanned, the most important aspect is individual change. Change in this individual is not easy, but must go through a process. Leaders as role models in the organization, so change must start from the top leadership level.

On the other hand, there are studies that show that transformational leadership has no significant effect on employee performance. Transformational leadership has no significant effect on employee performance at the East Java Quarter Branch Scout Movement. Based on the researcher's observations, because the Chair of the Kwartir Branch mostly served as Deputy Regent/Mayor, so that the intensity of direct meetings to provide examples to employees was felt to be lacking.

Transformational leadership increases followers' motivation and performance more than transactional leadership. With this leadership, according to Bass in Yukl (2010) states that followers feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than initially expected of them. In addition to transformational leadership style, encouragement or motivation is also important in efforts to improve performance.

In the research of Nurhuda et al. (2019) states that the transformational leadership style has no significant effect on employee motivation and performance, which has an effect on employee performance, namely work motivation. Meanwhile, Lutfi and Siswanto (2018) produce findings that the Transformational Leadership Style does not directly affect

employee performance. Transformational leadership affects employee performance indirectly through the variable motivation.

The role of a very strong motivation in doing work can create an organizational success and maximize the potential of human resources in the company. Employee motivation itself plays an important role in the development or growth of work enthusiasm, interest, and becomes a pleasure in itself to optimize their work.

Mangkunegara (2009), defines motivation explaining that the motive is an encouragement of needs in employees that need to be fulfilled so that employees can adapt to their environment. Therefore, the motivational factor needs to be considered by the company, because motivation is a means that can encourage employees to complete the assigned tasks. Employees who have strong work motivation will have a lot of energy to carry out activities in other words can improve employee performance.

Job satisfaction has a significant effect on employee performance, besides that work motivation plays a role in improving employee performance.

In the Culture and Tourism Office of Bojonegoro Regency has quite a lot of work targets, one of which is by holding a calendar of cultural events in promoting excellence and tourism in Bojonegoro Regency in terms of culture, tradition and the natural beauty of Bojonegoro Regency. The existence of the coronavirus disease (COVID-19) pandemic has hampered the work program of the Culture and Tourism Office. Bojonegoro is less than optimal in terms of organizing tourism and cultural events in attracting the number of tourists to attend Bojonegoro Regency.

The research objectives are effect of transformational leadership style on employee performance through work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency.

## **II. Research Method**

The type of research used is quantitative research. Quantitative research is research based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative, with the aim of testing established hypotheses (Octiva et al., 2018; Pandia et al., 2018; Pandiangan, 2015).

Population is a generalization area consisting of objects that have certain quantities and characteristics that are applied by researchers to be studied and then drawn conclusions (Asyraini et al., 2022, Octiva, 2018; Pandiangan, 2018; Pandiangan et al., 2021). The population used in this study are employees of the Culture and Tourism Office of Bojonegoro Regency, totaling 36. The sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study all of the population, for example due to limited funds, manpower, and time, the researcher can use a sample taken from that population (Octiva et al., 2021; Pandiangan et al., 2018). The sample in this study are employees of the Culture and Tourism Office of Bojonegoro Regency, totaling 36.

The data analysis technique in this study used descriptive statistics and inferential statistics with the help of partial least square analysis tools. Partial least square to test weak theory and weak data such as small sample size or data normality problems (Pandiangan, 2022; Pandiangan et al., 2022; Tobing et al., 2018)..

## **III. Results and Discussion**

### **3.1 General Description**

The research location is the Culture and Tourism Office of Bojonegoro Regency which is located at Jalan Teuku Umar Number 80, Kadipaten Village, Bojonegoro District, Bojonegoro Regency.

In accordance with Regent Regulation Number 89 of 2021, the Culture and Tourism Office is the implementing element of Regional Government affairs in the field of culture and tourism. The Culture and Tourism Office is led by a Head of Service who is under and responsible to the Regent through the Regional Secretary.

The organizational structure of the Culture and Tourism Office consists of the Head of Service, Secretariat, Culture Sector, Tourism Sector, Creative Economy Sector, and Regional Technical Management Units.

### **3.2 Descriptive Statistics**

Descriptive statistics describe, show, and summarize the basic features of a dataset found in a given study, presented in a summary that describes the data sample and its measurements. It helps analysts to understand the data better.

### **3.3 Characteristics of Respondents**

20 or 55.6% of male employees and as many as 16 or 44.4% of female employees at the Culture and Tourism Office of Bojonegoro Regency. This indicates that employees at the Culture and Tourism Office of Bojonegoro Regency is mostly filled by male employees than female patients.

Those aged 20-30 years were 15 or 30.8%, those aged 31-40 years were 3 or 8.3%, and those aged 41-50 years were 11 or 30.6%, and those aged >51 years were 7 or 19.4%. This indicates that the employees at the Culture and Tourism Office of Bojonegoro Regency is mostly younger at the age of 20-30 years.

High school education is 11 or 30.6%, diploma 1 education level is 1 or 2.8%, diploma 3 education is 3 or 8.3%, and bachelor is 17 or 47.2% and is from master amount of 4 or 11.1%. This indicates that the employees at the Culture and Tourism Office of Bojonegoro Regency mostly came from bachelor education.

The number of jobs from the creative economy is 9 or 25%, the tourism sector is 81 or 22.2%, from the culture sector is 5 or 13.9%, secretariat is 11 or 30.6% and from the regional technical management unit is 2 or 5.6 and the field section of 1 or 2.8%. This indicates that the employees at the Culture and Tourism Office of Bojonegoro Regency is mostly in the secretariat field.

### **3.4 Inferential Statistics**

Inferential statistics are often used to compare the differences between the treatment groups. Inferential statistics use measurements from the sample of subjects in the experiment to compare the treatment groups and make generalizations about the larger population of subjects. The most common methodologies in inferential statistics are hypothesis tests, confidence intervals, and regression analysis. The goal of inferential statistics is to discover some property or general pattern about a large group by studying a smaller group of people in the hopes that the results will generalize to the larger group.

### 3.5 Partial Least Square

Partial least squares is a statistical method that bears some relation to principal components regression; instead of finding hyperplanes of maximum variance between the response and independent variables, it finds a linear regression model by projecting the predicted variables.

**Table 1.** Hypothesis Test Results

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transformational Leadership Style -> Employee Performance	-0.048	-0.024	0.161	0.300	0.764
Work Motivation -> Employee Performance	0.719	0.717	0.116	6.175	0.000
Transformational Leadership Style -> Work Motivation	0.522	0.514	0.243	2.149	0.032
Transformational Leadership Style -> Work Motivation -> Employee Performance	0.376	0.371	0.182	2.061	0.040

Source: Primary Data Processed (2022)

The results show that transformational leadership style has a negative and insignificant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Work motivation has a positive and significant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on employee performance through work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency.

### IV. Conclusion

The results show that transformational leadership style has a negative and insignificant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Work motivation has a positive and significant effect on employee performance of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency. Transformational leadership style has a positive and significant effect on employee performance through work motivation of employees of the Culture and Tourism Office of Bojonegoro Regency.

Based on the conclusions that have been described previously, the researcher realizes that there are still many shortcomings in writing this research. Therefore, the researcher provides several suggestions for consideration as improvements, namely as follows:

1. Future research is expected to use other variables outside of work motivation, to show other things that also affect the level of employee performance.
2. For further research, it is hoped that long-term research can be carried out so that the research instrument is not only taken from questionnaires, but uses more data.
3. For the institution or party being researched, in this case the Culture and Tourism Office of Bojonegoro Regency is expected to immediately evaluate and manage well for each variable that has descriptive statistical results with indicators that get the lowest score of several variables.

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