

Effectiveness of Work Motivation and Work Environment in Mediating the Influence of Transformational Leadership Style on Employee Performance in Bappeda, Malang District, Indonesia

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study aims to assess the extent to which work motivation and work environment can mitigate the impact of transformational leadership style on employee performance in Bappeda Malang Regency. This work employs quantitative approaches, notably utilising route analysis with the Sobel

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test as a mediation test for analysis. Data was collected from a population of 79 individuals using a saturation sampling approach. The research findings indicate that the transformational leadership style has a favourable and significant impact on staff performance, job motivation, and work atmosphere. Moreover, studies have demonstrated that work motivation significantly and meaningfully influences employee performance. Likewise, research has shown that the work environment has a strong and favourable impact on employee performance. The mediating role of work motivation is observed in the relationship between the transformational leadership style and employee performance. Additionally, the work environment facilitates the correlation between a transformative leadership style and employee performance.

Keywords: Work motivation; work environment; transformational leadership style; employee performance.

1. INTRODUCTION

Effective human resource management is a crucial determinant in enhancing organisational performance. Amidst a competitive and ever-changing business landscape, organisations must maximise the potential of their employees in order to accomplish their strategic objectives. The leadership style is recognised as a crucial factor that might impact employee performance. With the implementation of Law Number 32 of 2004 regarding Regional Government, which has undergone multiple amendments and most recently amended by Law Number 9 of 2015, the responsibilities of the Autonomous Regional Government have significantly increased due to the expansion of granted powers. Every organisation within the regional structure must enhance its performance. Departments, agencies, offices, and sections within regional secretariats are facing a growing demand to expand their duties in alignment with their specific primary tasks, functions, and positions.

The Regional Development Planning Agency (BAPPEDA) in Malang Regency serves as a techno-structural organisation. Thus, Bappededa fulfils its role as an assistant to the Regent by regulating and administering government affairs, both mandatory and optional, to ensure the implementation of core functions. This includes producing accountable and long-term, medium, and annual planning documents. Acts as a reference for other local equipment.

According to S. H. Samsudin et al [1], performance refers to the extent to which an individual, unit, or division accomplishes tasks utilising their current talents and within defined boundaries in order to fulfil organisational objectives. M. K. Wibowo [2] Performance refers to the execution of pre-established strategies or

actions. This performance is executed by human resources possessing the capacity, proficiency, drive, and inclinations. The manner in which an organisation treats and acknowledges its human resources will have an impact on their attitudes and conduct when it comes to executing their tasks effectively. In Ningrum & Ningsih, [3] study, Bernardin and Russel identified multiple markers of employee performance, such as quality, quantity, timeliness, effectiveness, and independence. Contemporary management literature has focused extensively on the transformational leadership style, which is characterised by a leader's capacity to inspire, mobilise, and cultivate their workforce. Transformational leadership, as described by Judge & Robbins [4], is a leadership style that motivates followers to prioritise the organization's interests over their own personal interests. Implementing a transformative leadership style can result in enhanced staff performance. According to Judge & Robbins [4], there are four traits that define a leader with a transformational leadership style: ideal influence, individual consideration, inspiring motivation, and intellectual stimulation.

Prior studies by Soelton & Yasinta [5], Bana [6], I. K. A. P. Putra & Subudi (2015), Astuti & Andri [7], and Ritaudin & Mukhsin [8] have found that the Transformational Leadership Style has a positive impact on both individual and group performance across different organisational settings. The studies conducted by Aziz & Putra [9], Khairizah [10], and Nugroho [11] have together determined that there is no significant impact of transformational leadership style on employee performance. Prior studies examining the impact of the Transformational Leadership Style on Employee Performance have yielded inconclusive results, leading to a research gap. Hence, this study's findings are displayed in Table 1.

Table 1. Research Gap

| Information | Researcher | Findings |
|--|--|---|
| There are different findings on the influence of Transformational Leadership Style on Employee Performance | Mochammad Soelton, et al (2018), Bana [6], I. K. A. P. Putra & Subudi (2015), Astuti & Andri [7], Ritaudin & Mukhsin [8] | Transformational Leadership Style influences Employee Performance |
| | Aziz & Putra [9], Khairizah [10] dan Nugroho [11] | Transformational Leadership Style has no effect on Employee Performance |

Previous research findings indicate the presence of variations in results, creating an opportunity to reassess the impact of work motivation and work environment as mediators in the relationship between transformational leadership style and employee performance in the Malang Regency Bappeda.

Work motivation is regarded as an intrinsic system that links external influences, specifically the management approach, with employee success. This research seeks to gain a deeper understanding of how the transformational leadership style can impact employee performance by examining the role of work motivation as a mediator. According to Saripuddin & Handayani [12], motivation is the driving force behind someone's engagement in specific activities. Thus, motivation is frequently described as the underlying force that propels an individual's actions. In Djumadin's [13] interpretation of Maslow's theory, there exist five distinct levels in the hierarchy of needs that serve as indications of motivation. These levels include physiological requirements, security needs, social interaction needs, recognition needs, and self-actualization needs. Afandi [14] identifies numerous markers of motivation, such as compensation, working environment, workplace amenities, job performance, and acknowledgement from supervisors.

Prior studies conducted by Wahyu Aldino [15], Magdalena [16], Riana et al. [17], and Putra & Sudibya [18] have found that transformational leadership style has a notable and beneficial impact on employee motivation. Prior studies conducted by Ady & Wijono [19], Rozalia et al. (2015), Adha et al. [20], and Susanto [21] have demonstrated that job motivation has a significant impact on employee performance.

The work environment plays a vital role in shaping employee behaviour and performance as it provides the setting in which employees

operate on a daily basis. Organisational support, task clarity, and organisational fairness are influential factors that can impact employees' contentment, motivation, and, ultimately, their performance. Judge and Robbins [4] categorise the environment into two distinct classifications: the general environment and the special environment. External entities have the ability to impact the performance of an organisation. The general environment refers to all external factors that have the potential to impact an organisation. This ecosystem is shaped by social and technological factors. The unique environment refers to an environmental component that directly influences the achievement of organisational goals. The work environment indicators identified by Nitisemito in Adha et al. [20] include work atmosphere, interpersonal interactions with co-workers, and the accessibility of work amenities. As to H. J. Sedarmayanti [22], work environment indicators encompass factors such as illumination, air circulation, noise levels, disagreeable odours, and workplace safety. Danthi's [23] prior research on the effect of transformational leadership style on the work environment demonstrates that this style of leadership has a beneficial influence on the work environment. Prior studies conducted by Surjosuseno [24], Nuryasin et al. [25], Lestary & Chaniago [26], Irwan & Irfan [27], Sihalohe & Siregar [28] have demonstrated that the work environment has a significant impact on employee performance.

This research aims to uncover characteristics that can enhance employee performance, with the goal of contributing to the advancement of management theory and human resource management practice. The findings of this study can serve as a valuable resource for leaders and managers in formulating effective leadership strategies and fostering a conducive work environment, with the aim of enhancing employee motivation and performance in a sustainable fashion. The intensifying level of

competition in the global market necessitates organisations to not only survive, but also to cultivate innovation and enhance their development. Within this framework, the function of a leader extends beyond mere management responsibilities, encompassing the capacity to formulate a compelling vision, foster innovation, and inspire personnel to attain elevated levels of performance. Hence, it is crucial to thoroughly comprehend the impact of the transformational leadership style on work motivation, work environment, and employee performance. This understanding can offer valuable strategic guidance to organisations in effectively addressing this intricate situation.

The aim of this study is to analyse and assess the immediate influence of the transformational leadership style on employee performance, employee work motivation, and employee work environment in Bappeda Malang Regency. Conduct analysis and testing to investigate the function of work motivation as an intermediary between transformational leadership style and employee performance, as well as the function of the work environment as an intermediary between transformational leadership style and employee performance.

2. LITERATURE REVIEW

An essential aspect of attaining organisational objectives is proficient leadership. Leadership encompasses more than just decision-making and providing direction. It also entails the capacity to inspire, encourage, and guide team members in order to accomplish common objectives. Leadership is a process in which someone influences others to achieve set goals [29]. According to the findings of several studies conducted by Soelton & Yasinta [5], Bana [6], I. K. A. P. Putra & Subudi (2015), Astuti & Andri [7], and Ritaudin & Mukhsin [8], it can be concluded that the transformational leadership style has a significant impact on employee performance.

H1: Transformational Leadership Style has a significant effect on Employee Performance.

A leader's leadership style significantly impacts the work motivation of team members. This is because a leader serves as an exemplar for their subordinates to initiate organisational reforms, which should commence at the highest level (the leader). According to Judge & Robbins [4], a leader's behaviour is crucial in motivating staff to

reach optimal performance by offering advice, support, praise, and direction. The research conducted by Riana et al. [17], Pramono et al. [30], and K. A. P. M. Putra & Sudibya [18] revealed that the transformational leadership style significantly influences work motivation.

Based on the results of empirical studies, the hypothesis of this research is as follows:

H2: Transformational Leadership Style has a significant effect on Employee Work Motivation.

The leadership style exerts a substantial influence on the work environment and the organisation's overall performance. To create a productive and positive work atmosphere, leaders must comprehend the influence of their leadership style and work towards cultivating effective leadership qualities that align with the organisation's and team's requirements. Danthi's [23] research indicates that leadership style substantially and benefits the work environment.

H3: Transformational Leadership Style significantly affects the Employee Work Environment.

Performance is the outcome of a process that is evaluated and quantified throughout a specific timeframe, according to predetermined provisions or agreements [31]. In addition to the work environment and work discipline, motivation is another influential component that affects performance. The term motivation is derived from the Latin word "movere", which means encouragement or movement. As said by Hasibuan Malayu in 2014. Motivation involves harnessing one's abilities and capabilities to attain specific objectives. Leaders may enhance their employees' performance by offering support, advice, and motivation. According to the studies conducted by Ady & Wijono (2013), Rozalia et al. (2015), Adha et al. [20], and Susanto [21], it has been determined that work motivation directly affects performance.

H4: Work motivation has a significant effect on employee performance.

The work environment encompasses the entirety of the amenities and physical structures that are accessible to employees as they perform their tasks. The work environment has a crucial role in influencing employees' performance, as it directly affects their ability to carry out their

responsibilities effectively. In the end, enhancing the work environment leads to enhanced overall organisational performance. A work environment is regarded good when employees are provided with the opportunity to do their responsibilities optimally in a healthy, safe, and comfortable setting. Hence, the significance of ascertaining and establishing an optimal work environment is paramount in attaining organisational objectives. An optimistic and conducive work environment exerts a beneficial influence on performance. Hence, the identification and establishment of an optimal work environment will significantly impact the attainment of organisational objectives. According to Surjosuseno (2015), Nuryasin et al. [25], Lestary & Chaniago [26], Irwan & Irfan [27], and Sihalo & Siregar [28], it has been determined that performance is significantly influenced.

H5: Work environment has a significant effect on employee performance.

3. METHODOLOGY

The study population consisted of a total of 79 employees at Bappeda Malang Regency. The researchers collected data by delivering questionnaires to all 79 respondents, employing a saturation point sampling technique. In this study, researchers collected primary data from participants using a questionnaire. The analysis technique employed is Path analysis, incorporating a mediation test utilising the Sobel test, implemented with SPSS version 26 software.

4. RESULTS AND DISCUSSION

4.1 Hypothesis Test

The results of regression testing on the regression model via the t test in this study are as follows:

Table 2 demonstrates that the transformational leadership style has a positive and significant impact on staff performance, job motivation, and work atmosphere. Employee performance is strongly and favourably influenced by work motivation. Moreover, the work environment has a positive and significant impact on employee performance.

4.2 Path Analysis and Sobel Test

Before commencing path analysis, it is necessary to establish the relationships between

variables by modelling. The path diagram in this study was constructed using a conceptual framework derived from the theoretical foundation employed in the research. The dependent variable, denoted as Y, represents performance. The independent variable, denoted as X, represents transformational leadership style. The intervening variables denoted as Z1 and Z2, represent work motivation and work environment, respectively. The path of influence can often be organised in the following manner:

Table 3 demonstrates that work motivation is mediating in explaining the connection between transformational leadership style and employee performance. The work environment has the capacity to shape the effect of the transformational leadership style on employee performance.

4.3 Discussion

4.3.1 The transformational leadership style influences employee performance at Bappeda Malang Regency

The analytical findings demonstrate that the transformational leadership style has a favourable and substantial effect on employee performance. Studies suggest that using the transformational leadership approach has a substantial effect on the performance of employees at Bappeda Malang Regency. The research findings indicate that the markers of the transformational leadership style, such as Ideal Influence, Individual Consideration, Inspirational Motivation, and Intellectual Stimulation, have a favourable and significant effect on employee performance in Bappeda Malang Regency. This evidence supports the notion that leaders who adopt a transformational approach in their leadership style can inspire and exercise authority over their subordinates, resulting in enhanced performance. The results of this study align with the conclusions drawn by previous researchers Soelton & Yasinta [5], Bana [6], I. K. A. P. Putra & Subudi (2015), Astuti & Andri [7], Ritadin & Mukhsin [8], who assert that the transformational leadership style significantly impacts employee performance.

4.3.2 Transformational leadership style influences employee work motivation in Bappeda Malang Regency

The analysis findings suggest that implementing the transformational leadership style has a

significant and advantageous effect on job motivation. Empirical research verifies that the transformational leadership style has a significant influence on work motivation in Bappeda Malang Regency. This confirms that leaders who adopt a transformational approach in their leadership style have the ability to increase the level of employee work motivation. Leaders may increase worker motivation and dedication to achieve organisational objectives more efficiently by prioritising crucial elements such as exemplary influence, individual care, motivating drive, and intellectual stimulation. The findings of this study support the conclusions made by Wahyu Aldino [15], Magdalena [16], Riana et al. [17], and Putra & Sudibya [18], who argue that the transformational leadership style has a positive and significant impact on employee work motivation.

4.3.3 The transformational leadership style influences the work environment of employees in Bappeda Malang Regency

According to the analytical findings, the transformational leadership style has a positive and significant effect on the work environment. This indicates that the empirical data confirms the idea that the transformational leadership style has a significant influence on the work environment in Bappeda Malang Regency. This confirms that leaders who adopt a transformational leadership style can create a

work environment that is more advantageous, inspiring, and invigorating for their staff. Leaders may foster an organisational culture that promotes growth, collaboration, and innovation by prioritising important factors such as exemplary influence, personalised attention, inspiring motivation, and intellectual stimulation. The findings of this study offer additional support to validate the previous research conducted by Danthi [23], which shown that the implementation of a transformational leadership style has a positive and significant impact on the work environment.

4.3.4 Work motivation influences employee performance at Bappeda Malang Regency

The analysis findings indicate that work motivation has a substantial impact on staff performance at Bappeda Malang Regency. The study examines many aspects that impact work motivation, such as remuneration, working environment, workplace facilities, job proficiency, acknowledgement from superiors, and the inherent nature of the activity. These measures offer a thorough comprehension of the aspects that impact employee motivation levels. The results of this study corroborate the findings of prior research undertaken by Ady & Wijono [19], Rozalia et al. (2015), Adha et al. [20], and Susanto [21], which demonstrate that employee motivation significantly impacts performance.

Table 2. Regression Test Results (Direct Influence)

| Direct Influence | | Hypothesis | Path | t count | Sig. | Information |
|-----------------------------------|------------------------|------------|-------|---------|-------|-------------|
| Transformational leadership style | → Employee performance | H1 | 0,319 | 3,723 | 0,000 | Significant |
| Transformational leadership style | → Work motivation | H2 | 0,414 | 2,848 | 0,006 | Signifikan |
| Transformational leadership style | → Work environment | H3 | 0,302 | 3,187 | 0,002 | Signifikan |
| Work motivation | → Employee performance | H4 | 0,276 | 3,565 | 0,001 | Signifikan |
| Work environment | → Employee performance | H5 | 0,437 | 3,676 | 0,000 | Signifikan |

The results of the Sobel test are as follows:

Table 3. Sobel test results (Indirect Influence)

| Indirect Influence | | Tessobel | P Mark | Information |
|-----------------------------------|---|----------|--------|-------------|
| Transformational leadership style | Work motivation → Employee performance | 1,988 | 0,025 | Mediate |
| Transformational leadership style | Work environment → Employee performance | 2,194 | 0,016 | Mediate |

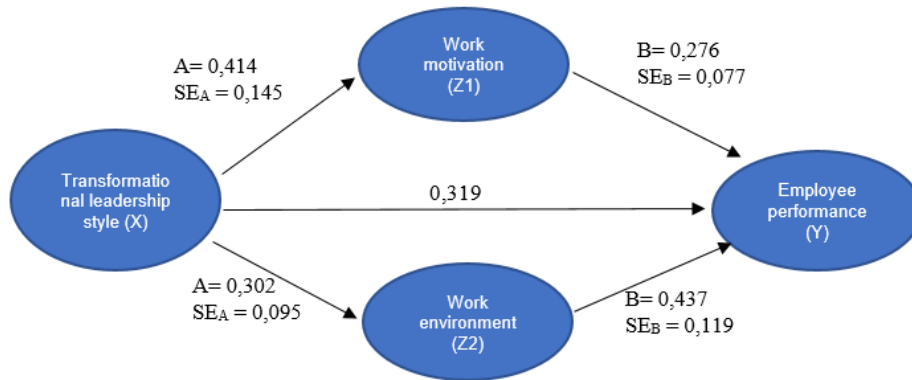


Fig. 1. Path analysis results

4.3.5 The work environment influences employee performance at Bappeda Malang Regency

The analytical findings suggest that the work environment has a positive and significant impact on employee performance. This illustrates that the work environment has a significant influence on the performance of employees at Bappeda Malang Regency. Work environment indicators refer to a wide range of characteristics, both physical and non-physical, that have the potential to impact the work environment. Physical considerations encompass elements like as lighting, air circulation, and noise levels. Non-physical variables encompass the working atmosphere, employee interactions, treatment, and protection against employee intimidation. These indicators offer a thorough comprehension of the aspects that can influence the work environment. The findings reported in this study support the conclusions of previous research conducted by Surjosuseno [24], Nuryasin et al. [25], Lestary & Chaniago [26], Irwan & Irfan [27], Sihalohe & Siregar [28], which indicate that the work environment significantly influences employee performance.

4.3.6 Work motivation mediates transformational leadership style on employee performance in Bappeda Malang Regency

The analysis findings suggest that work motivation can act as an intermediary between the transformational leadership style and employee performance in Bappeda Malang Regency. This study provides evidence that job motivation can act as an intermediary factor in the relationship between transformational leadership style and employee performance. This

supports the idea that leaders who employ a transformational approach are inclined to motivate and inspire others in ways that positively affect their performance by boosting their work motivation. Organisations can improve employee productivity and performance by acknowledging the influence of work motivation on the relationship between employee performance and transformational leadership style. They can develop their transformational leadership methods accordingly. This emphasises the importance of prioritising and cultivating employee work motivation as a critical aspect in achieving desired objectives in an organisational context [32-35].

4.3.7 The work environment mediates transformational leadership style on employee performance in Bappeda Malang Regency

According to the analysis results, the work environment has the ability to influence the way individuals accomplish their tasks in relation to the transformational leadership style. The work environment acts as an intermediary in the connection between the transformational leadership style and employee performance in Bappeda Malang Regency. Leaders that adopt a transformative approach usually create a favourable work environment that fosters, motivates, and empowers employees to achieve exceptional levels of performance. An ideal work environment, which includes physical variables such as lighting, air quality, and noise levels, as well as non-physical factors like employee connections, treatment, and absence of intimidation, can have a substantial influence on employee motivation and productivity. Hence, it is imperative to understand the significance of the work environment in facilitating the

relationship between transformational leadership style and employee performance. This comprehension assists businesses in identifying and improving workplace factors that facilitate maximum performance. This emphasises the need of prioritising and improving the work environment as part of a human resource management strategy to achieve corporate goals [36-39].

5. CONCLUSION

Research conducted at the Malang Regency Bappeda revealed that implementing a transformational leadership style had a notable and beneficial effect on staff performance, work motivation, and the work environment. The transformative leadership style indirectly impacts employee performance by influencing the work environment and job motivation.

The practical ramifications of this research are targeted towards the Malang Regency Bappeda in the following manner: Bappeda should contemplate fostering transformational leadership skills among its leaders. Leadership training and development can enhance leaders' abilities to motivate and inspire personnel to accomplish organisational objectives. Bappeda can prioritise enhancing a conducive work environment that fosters employee well-being. This encompasses the tasks of guaranteeing occupational safety, enhancing infrastructure, optimising airflow, and attending to other relevant factors. Implementing these measures can enhance employee welfare and, hence, boost staff productivity. Bappeda can foster employee engagement by promoting active involvement in decision-making processes, organisational projects, and pertinent initiatives. Enhancing employees' sense of ownership and dedication to the organisation's aims and values can improve performance. Bappeda can apply tactics to enhance employee job motivation, including acknowledging accomplishments, fostering career advancement, providing professional growth prospects, and implementing suitable reward schemes. This can enhance the correlation between work motivation and employee performance. Bappeda must conduct regular monitoring and evaluation of the implementation of the techniques presented in this research. This can help guarantee that the actions made adhere to the necessary criteria and effectively influence the organisation's performance. To enhance organisational effectiveness and boost staff performance, the

Malang Regency Bappeda should focus on these practical consequences

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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