



Peran Mediasi Motivasi Kerja : Hubungan antara Kepemimpinan Transformasional dan Lingkungan Kerja terhadap Kinerja Karyawan

The Mediation Role of Work Motivation: The Relationship between Transformational Leadership and the Work Environment on Employee Performance

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ABSTRAK

Pendahuluan/Tujuan Utama: Untuk tetap bersaing dengan perusahaan pesaing, setiap perusahaan harus meningkatkan tingkat kinerja karyawan. Salah satu cara yang dapat dilakukan adalah dengan meningkatkan peran kepemimpinan, motivasi di tempat kerja, dan kinerja karyawan. Penelitian ini menggunakan motivasi kerja sebagai variabel perantara untuk menjelaskan bagaimana gaya kepemimpinan transformasional dan lingkungan kerja dapat memengaruhi kinerja karyawan. Metode yang digunakan : Metode penelitian yang digunakan adalah kuantitatif dengan mengambil sampel 73 pegawai dari PDAM Mojopahit Mojokerto melalui teknik pengambilan sampel probability sampling. Data dikumpulkan melalui kuesioner dan wawancara dan dianalisis menggunakan Smartpls. Hasil Penelitian : Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan lingkungan kerja berpengaruh positif terhadap motivasi kerja, yang selanjutnya berpengaruh positif terhadap kinerja karyawan. Selain itu, motivasi kerja juga berperan sebagai variabel perantara dalam hubungan antara kepemimpinan transformasional dan kinerja karyawan serta lingkungan kerja dan kinerja karyawan.

Kata Kunci: Kepemimpinan Transformasional, Lingkungan Kerja, Kinerja Karyawan, Motivasi Kerja

ABSTRACT

Introduction/Main Objective: To stay competitive with competing companies, every company has to increase employee performance. One way this can be done is by increasing the role of leadership, motivation at work, and employee performance. This study uses work motivation as an intermediary variable to explain how transformational leadership style and work environment affect employee performance. The method used: The quantitative research method is taking a sample of 73 employees from PDAM Mojopahit Mojokerto through probability sampling. Data was collected through questionnaires and interviews and analyzed using Smartpls. Results: The study's results show that transformational leadership and the work environment positively affect work motivation, which in turn has a positive effect on employee performance. In addition, work motivation also acts as an intermediary variable in the relationship between transformational leadership and employee performance, as well as the work environment and employee performance

Keywords: Transformational Leadership, Work Environment, Employee Performance, Work Motivation

1. INTRODUCTION

To achieve organizational goals, it is essential to have managers capable of handling their responsibilities effectively and correctly. The human factor within an organization is more important than other resources because of its strategic involvement as the main actor in executing planned, organized,

controlled, supervised, and operational functions — including production, technical product marketing, finance, and administration management (Rivai, 2004). The quality of human resources within an organization can influence its success or failure through employee performance, which is closely related to goal achievement. An organization's success can be evaluated through productivity, quality of service, responsiveness, responsibility, and accountability.

Employee performance can be defined as an individual's ability to complete specific tasks set by the organization, as described by Sari (2019) and cited by Hasib et al. (2020). Performance appraisal is crucial for managing employees effectively since good performance can be measured against achievement standards established by the organization, as well as profitability factors.

Studies by Martha et al. (2020), Gheitani et al. (2019), Elronny (2021), and Saputro (2021) show that transformational leadership has a significant influence on employee performance. A company needs the right leader because effective leadership can enhance employees' commitment to achieving company goals and foster a sense of satisfaction and engagement. Martha et al. (2020) found that transformational leadership style significantly affects motivation; however, other studies such as those by Hasib et al. (2020), Wahyuniardi & Nababan (2018), and Razak et al. (2018) found no significant effect of transformational leadership on employee performance. Furthermore, research by Nurhuda et al. (2019) also found no effect of transformational leadership on motivation.

According to Juniarti et al. (2022), Azizah et al. (2020), and Prayayoga (2020), the work environment has a major influence on employee performance. Dian Eka, Putri et al. (2020) add that the work environment affects motivation, which in turn impacts employee performance. Amri et al. (2021) and Katarina (2020) found that motivation significantly affects employee performance. Similarly, research by Prayudi (2020) and Martha et al. (2020) states that transformational leadership indirectly influences employee performance through motivation. On the other hand, Sabil et al. (2021) argue that the work environment does not always affect work motivation due to environmental changes. However, Siswatiningsih et al. (2016) and Tucunan et al. (2014) found that work motivation does not affect employee performance.

Given these inconsistent research findings, Prayudi (2020) suggests that future researchers use a more suitable mediating variable between transformational leadership style and employee performance, recommending that motivation be used as the mediating variable.

2. LITERATURE REVIEW

2.1 Transformational Leadership and Motivation

Transformational leadership plays an essential role in enhancing employee work motivation. Transformational leaders focus on collective interests and inspire employees to achieve shared goals. They pay attention to employees' needs and desires for self-expression, provide positive encouragement, and assist employees in solving problems from new perspectives. This approach energizes employees and motivates them to work harder and achieve the established objectives.

Several previous studies, such as those by Safitri (2014), Pradana (2015), Sanjaya and Baharduddin (2014), Suputra et al. (2016), and Martha (2020), have shown that transformational leadership has a positive and significant influence on employee motivation. This implies that leaders who apply transformational leadership principles can increase employee motivation and improve overall organizational performance.

Therefore, it is important for organizations to consider transformational leadership when selecting leaders and developing employees. Organizations can provide transformational leadership training for their leaders and create a work environment that enables employees to express themselves and effectively achieve shared goals.

H1: Transformational Leadership influences Motivation.

2.2 Work Environment and Motivation

The work environment can have a significant influence on employee motivation. A positive, comfortable, and pleasant work environment can boost employees' enthusiasm in completing their assigned tasks. According to Kesuma (2007), the work environment helps employees identify the tasks and responsibilities within the company. Moreover, maintaining healthy and supportive relationships among employees can foster positive motivation. This is

supported by a previous study conducted by Widyawati (2020), which showed that the work environment has a significant effect on work motivation.

Companies can create a conducive work environment by providing adequate facilities such as clean and comfortable workplaces, sufficient tools and materials, and support from supervisors and colleagues. In addition, companies should also pay attention to psychological aspects by providing opportunities for growth, recognizing and appreciating good performance, and ensuring a balance between work and personal life. All of these factors can help enhance employee motivation, which ultimately has a positive impact on productivity and overall company performance.

H2 : The Work Environment influences Work Motivation.

2.3 Work Motivation and Employee Performance

High job performance can be achieved when employees possess strong work motivation. When employees feel satisfied with their jobs, they will strive to complete their tasks effectively. This success is driven by the sense of satisfaction derived from their work. Such satisfaction can be achieved when employees' needs and desires are met, allowing them to focus on their work without being burdened by personal issues.

Furthermore, positive relationships among employees in the workplace can also enhance work motivation. When employees feel comfortable communicating with their colleagues, they are more motivated to work harder and contribute to achieving organizational goals. For instance, the study conducted by Riama Katarina and Andi Amri (2021) revealed that employees tend to perform better when they are well-motivated.

Therefore, company management should create a conducive work environment and pay close attention to employee needs. This can be accomplished by providing career development and training opportunities, ensuring fair compensation, and offering recognition and rewards for good performance. By fostering a positive work environment and addressing employee needs, companies can significantly improve employee performance.

H3 : Work Motivation influences Employee Performance.

2.4 Transformational Leadership and Employee Performance

Transformational leadership focuses on influencing employees to achieve higher goals and driving positive changes within the organization. Several studies have shown that transformational leadership has a positive impact on employee performance.

According to a study by Avolio et al. (2004), transformational leadership positively affects employee performance in companies in Singapore. The study found a strong positive relationship between transformational leadership style and employee performance. Moreover, transformational leadership also positively impacts job satisfaction and employees' organizational commitment.

Similarly, Wang and Howell (2012) found that transformational leadership positively influences employee performance in China. Their study revealed that transformational leadership enhances employee performance through its effects on job satisfaction and organizational commitment. However, other research has found a more complex relationship between transformational leadership and employee performance. For instance, a study by Chen et al. (2018) discovered that although transformational leadership positively correlates with employee performance, this relationship is moderated by individual employee characteristics, such as locus of control.

Overall, the literature indicates that transformational leadership can have a positive impact on employee performance within organizations. Nevertheless, this relationship can be complex and influenced by various individual and situational factors.

H4: Transformational Leadership influences Employee Performance.

2.5 Work Environment and Employee Performance

The work environment is a crucial factor in creating conditions that enable employees to work effectively and achieve optimal performance. Research has shown that the work environment significantly affects employee performance.

A study by Rachman (2021) found that a work environment that allows employees to have autonomy, receive clear feedback, and engage in meaningful tasks can enhance both job satisfaction and employee performance. Similarly, Han et al. (2016) revealed that a work environment fostering positive

interactions and teamwork among employees leads to improved performance. Furthermore, Lowe et al. (2003) demonstrated that a healthy work environment can enhance employee performance by improving job satisfaction, psychological well-being, and organizational commitment. Such a healthy environment can be achieved by providing sufficient resources, including social support and adequate training.

Conversely, research has also shown that a poor work environment can negatively impact employee performance. For instance, Schat and Kelloway (2003) found that workplaces characterized by conflict and hostility can lower employee performance and even lead to stress and job dissatisfaction. Overall, existing literature indicates that a positive and healthy work environment enhances employee performance. A good work environment includes factors such as autonomy, clear feedback, meaningful tasks, social support, sufficient training, and teamwork. On the other hand, a poor environment can hinder performance and cause stress and dissatisfaction.

H5 : The Work Environment influences Employee Performance.

2.6 Transformational Leadership and Employee Performance Mediated by Motivation

Motivation is an internal state that drives individuals to achieve specific goals or take certain actions. This concept is closely related to performance, particularly within organizational and business contexts. In the workplace, employee motivation plays a crucial role in improving overall performance. In this regard, effective transformational leadership can foster the right kind of motivation among employees.

Transformational leadership emphasizes building strong relationships between leaders and subordinates. Transformational leaders inspire employees to achieve organizational goals by articulating a clear vision and demonstrating the significance of each employee's role in reaching those goals. Here, work motivation becomes essential, as it serves as the driving force that enables employees to contribute optimally toward organizational success.

Research findings by Martha et al. (2020) indicate that transformational leadership, through work motivation, has a positive and significant impact on employee performance. This implies that when employees feel motivated, they are more likely to perform at a higher level. Therefore, it is important for leaders to understand the factors influencing employee motivation and adopt appropriate motivational strategies to enhance performance. Transformational leadership, in this context, serves as an effective mechanism for cultivating strong employee motivation and, consequently, improving performance outcomes.

H6 : Motivation mediates the influence of Transformational Leadership on Employee Performance.

2.7 Work Environment and Employee Performance Mediated by Motivation

Work motivation is an internal condition or drive that influences an individual to work optimally and achieve established goals. According to Mangkunegara (2011), work motivation affects employee behavior in the workplace, including how they create, maintain, and regulate their actions. A positive work environment can enhance employee motivation and encourage them to give their best effort at work.

Research by Rulianti (2021) found that motivation and work environment have a positive and significant effect on employee performance. This indicates that a supportive work environment—characterized by clear roles, managerial support, safety, and comfort—can foster employee motivation, which in turn improves their performance.

In this context, it is essential for companies to create a positive and enjoyable work environment. Factors such as opportunities for growth, recognition and appreciation, supportive leadership, and a healthy workplace atmosphere play a key role in enhancing employee motivation. Leaders and managers, therefore, have a crucial role in shaping such an environment and in motivating employees effectively.

Overall, both work motivation and a positive work environment are vital in improving employee performance. Hence, organizations should pay close attention to these factors and focus on creating a supportive and conducive work atmosphere to strengthen motivation and, consequently, enhance employee performance.

H7 : Motivation mediates the influence of the Work Environment on Employee Performance.

3. RESEARCH METHOD

This study employs a quantitative approach, in which the data collected are in numerical form and then processed and analyzed to obtain meaningful insights. The researcher uses a survey method to collect data

from a population of 73 employees using a probability sampling technique. Data collection was carried out by distributing questionnaires to employees, utilizing a Likert scale to measure their responses.

The validity and reliability of the instruments were tested before the measurement tools were used to ensure their accuracy and consistency. The validity test aims to measure the accuracy of the instrument in capturing the intended variables, while the reliability test evaluates the consistency of the instrument in producing the same results when repeated measurements are conducted on the same group. The primary instrument used in this research is a questionnaire, and the collected data were processed using the Partial Least Square (PLS) software for analysis

4. RESULTS AND DISCUSSION

4.1 Measurement Model Analysis (Outer Model)

Tabel 1. Validity Test

Variable	Item	Loading Factor	AVE	Hasil
Transformational Leadership	KT1	0,943	0.595	Valid
	KT2	0,742		
	KT3	0,849		
	KT4	0,768		
	KT5	0,854		
	KT6	0,826		
	KT7	0,855		
	KT8	0,686		
	KT9	0,839		
Work Environment	LK1	0,891	0.589	Valid
	LK2	0,841		
	LK3	0,892		
	LK4	0,858		
	LK5	0,760		
	LK6	0,900		
	LK7	0,844		
	LK8	0,640		
	LK9	0,747		
	LK10	0,825		
	LK11	0,785		
	LK12	0,853		
Employee Performance	KK1	0,834	0.569	Valid
	KK2	0,774		
	KK3	0,774		
	KK4	0,776		
	KK5	0,796		
	KK6	0,796		
	KK7	0,754		
	KK8	0,702		
	KK9	0,863		
	KK10	0,730		
	KK11	0,764		
	KK12	0,712		
	KK13	0,744		
	KK14	0,742		
Motivation	Mo1	0,655	0.573	Valid
	Mo2	0,662		
	Mo3	0,825		
	Mo4	0,825		
	Mo5	0,887		
	Mo6	0,813		
	Mo7	0,661		

	Mo8	0,815		
	Mo9	0,652		
	Mo10	0,893		

Source: Data processed, 2023

In the validity test shown in Table 1, it can be seen that the loading factor values for the items used in the variables of transformational leadership, work environment, employee performance, and motivation are all greater than 0.70. Furthermore, the Average Variance Extracted (AVE) values exceeding 0.50 also indicate that all items used in this study are valid. Therefore, it can be concluded that the measurement items employed in this research are valid. Subsequently, **Tabel 2.** presents the reliability test, showing that each variable has Cronbach's Alpha and Composite Reliability values greater than 0.70. This confirms that the items used in this study are reliable and consistent in measuring the intended constructs.

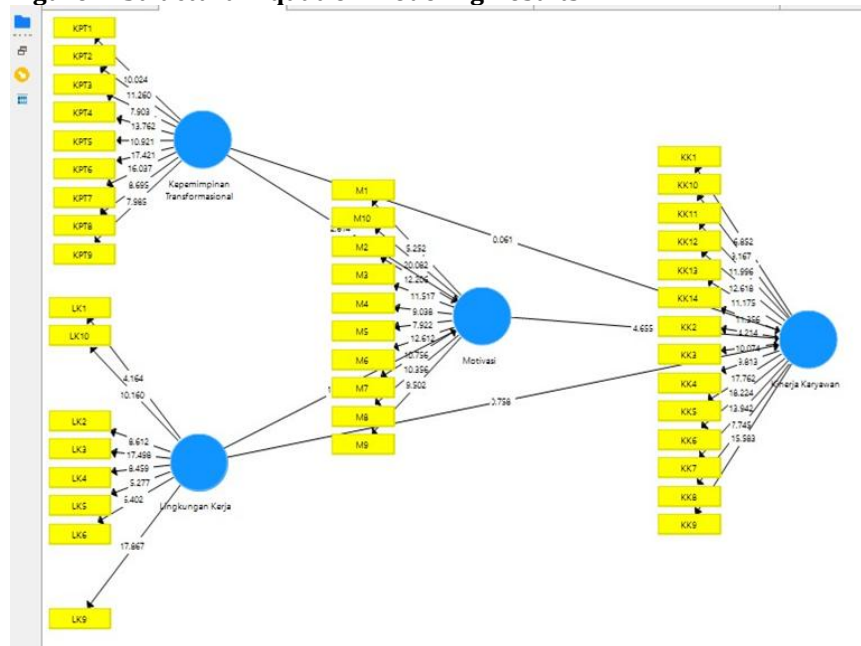
Tabel 2. Reliability test

Variable	Cronbach's alpha	Composite Reliability	AVE
Transformational Leadership	0,938	0,948	Reliabel
Work Environment	0,956	0,961	
Employee Performance	0,947	0,953	
Motivation	0,923	0,937	

Source: Data processed, 2023

4.2 Structural Model Analysis

Figure 1. Structural Equation Modeling Results



Source: Data processed, 2023

The results of the model testing using the Partial Least Square (PLS) Structural Equation Modeling (SEM) method can be seen in Figure 1 above. The analysis in the figure employs the bootstrapping method, which is used to test both direct and indirect research hypotheses. More detailed information regarding whether each hypothesis is accepted or rejected can be found in **Tabel 3** below.

Tabel 3. Direct effect testing

Pengaruh Langsung	Original Sample	T-Static	P-Value	Keterangan
Transformational Leadership->Employee Performance	-0,014	0,393	0.694	Rejected
Transformational Leadership->Motivation	0,173	2,464	0.014	Accepted
Work Environment->Employee Performance	0,684	10,424	0,000	Accepted
Work Environment->Motivation	0,671	9.868	0,000	Accepted
Motivation->Work Environment	0,342	5.288	0,000	Accepted

Source: Data processed, 2023

The results of the analysis show that the direct effect of transformational leadership on employee performance is rejected, as the p-value is greater than 0.05. However, the direct effect of transformational leadership on motivation is accepted because the p-value is less than 0.05. Furthermore, the direct effects of the work environment on both employee performance and motivation, as well as the direct effect of motivation on employee performance, are accepted since their p-values are below 0.05. Therefore, it can be concluded that in this study, the work environment and motivation have a significant direct influence on employee performance, while transformational leadership has a significant direct influence only on motivation. The results of the mediation test are presented in **Table 4**.

Table 4. Indirect Effect Testing

Hipotesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Transformational Leadership->Motivation ->Employee Performance	0,059	0,063	0,026	2,253	0,025
Work Environment-> Motivation -> Employee Performance	0,229	0,230	0,057	4,047	0,000

Source: Data processed, 2023

The indirect effect testing results indicate a significant indirect influence of transformational leadership on employee performance through motivation, with a t-statistic value of 2.253 and a p-value of 0.025. This finding suggests that transformational leadership can enhance employee motivation, which in turn positively impacts employee performance.

Furthermore, the results also reveal a significant indirect influence of the work environment on employee performance through motivation, with a t-statistic value of 4.047 and a p-value of 0.000. This implies that a supportive work environment can boost employee motivation, ultimately leading to improved performance. Therefore, the findings of this indirect effect analysis highlight the crucial role of motivation as a mediating variable linking transformational leadership and the work environment with employee performance.

4.3 Discussion

The Influence of Transformational Leadership Style on Motivation

Based on the data presented, there is a positive influence between transformational leadership style and work motivation. In the case of PDAM Mojopahit Mojokerto, it is evident that subordinates become more motivated when a higher level of transformational leadership style is applied to them. This indicates a strong level of significance between subordinates' motivation and transformational leadership style. These findings are consistent with previous research by Al-Bakri and Zulkifli (2018), which showed that transformational leadership directly affects work motivation. This study also supports Thoha's (2010) statement that transformational leadership style is closely related to work motivation, as leaders who adopt this style can influence their subordinates to work harder through inspiring and encouraging approaches.

The Influence of Work Environment on Work Motivation

Based on the results of the analysis, it can be concluded that the work environment has a positive and significant effect on work motivation, with a direct effect value of 9.868 and a significance level of $0.000 < 0.05$. This finding is consistent with previous research by Sari and Aziz (2019), which showed that the work environment positively and significantly influences work motivation. The study also emphasizes that there is a direct relationship between the work environment and work motivation. In Islam, the personality of a leader plays an important role in creating a conducive work environment. In the context of modern organizations, it is essential to cultivate leadership values that encourage a strong work ethic within a flexible environment. This approach can enhance employees' motivation to work harder in a more comfortable and less intimidating workplace.

Motivation Has a Direct Influence on Employee Performance

Based on the analysis, the motivation variable significantly affects employee performance, with a significance value of 0.00, which is lower than the significance level of 0.05, according to the fifth hypothesis. Therefore, employee performance at PERUMDAM Mojopahit Mojokerto is significantly influenced by the motivation variable. The results of this study are consistent with the actual conditions at PERUMDAM Mojopahit Mojokerto, showing that motivation has a positive impact on employee performance. Motivation is an experience commonly felt by employees within the organization, which enhances their enthusiasm to work. These findings are in line with previous research by Uzonna (2013),

who found that motivation influences the performance of bank employees in Cyprus. Thus, this study confirms that motivation has a significant and positive effect on performance, as employees at PERUMDAM Mojopahit Mojokerto work diligently because they are inspired by the organization.

The Influence of Transformational Leadership on Employee Performance

Although the transformational leadership style shows a positive estimate value of 0.931 on employee performance at PERUMDAM Mojopahit Mojokerto, the analysis results indicate that transformational leadership does not have a significant effect on employee performance. With a probability value of $0.694 > 0.05$, it can be concluded that transformational leadership style has no significant influence on employee performance. This finding is consistent with the study conducted by Eliyana and Ma'arif (2019), which examined the effect of transformational leadership style on motivation and performance.

The Influence of Work Environment on Employee Performance

The analysis results show that the work environment has a positive effect on employee performance. This is supported by a p-value of 0.014, indicating a significant influence between the work environment and employee performance. In addition to affecting performance, a comfortable work environment and adequate facilities can also help improve relationships between employees and supervisors, thereby preventing serious conflicts. Previous studies, such as those conducted by Angin et al. (2021) and Putri et al. (2019), also revealed similar findings, showing that the work environment influences employee performance. In those studies, a conducive work environment had a positive impact on employee performance.

Transformational Leadership Influences Employee Performance Through Work Motivation

This study demonstrates that transformational leadership can influence employee performance through work motivation. The results indicate that transformational leadership has a positive and significant effect on employee performance through work motivation, with a p-value of 0.025 and a t-statistic of 2.253. Although the indirect effect of transformational leadership on employee performance through work motivation is not as strong as its direct effect, transformational leadership is defined as a leadership style in which leaders serve as role models for their followers, while motivation is considered one of the key factors that can enhance optimal performance, as stated by Mangkunegara (2011). Previous studies by Khan et al. (2020), Casmun et al. (2021), and Udin et al. (2023) also revealed that transformational leadership positively and significantly affects performance indirectly through work motivation, which aligns with the findings of this study. PDAM Mojopahit Mojokerto also provides rewards and career advancement opportunities that can improve employee performance and foster strong relationships between leaders and employees, reflecting real conditions observed in the field.

The Influence of Work Environment on Employee Performance Mediated by Work Motivation

In this study, it was found that work motivation (Z) mediates the influence of the work environment (X) on employee performance (Y), with an indirect effect value of 4.047 and a p-value of $0.000 < 0.05$, indicating a positive and significant relationship between X and Y through Z. This finding is supported by previous studies by Rachmat et al. (2019) and Porter et al. (2016), which found that the work environment has a positive and significant effect on work motivation. The results also indicate that work motivation serves as a mediating variable between the work environment and employee performance.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Based on the analysis conducted, it can be concluded that transformational leadership and the work environment have a significant influence on work motivation and employee performance. Transformational leadership can provide strong encouragement and motivation for employees, making them more enthusiastic in carrying out their tasks. Meanwhile, a comfortable work environment can directly influence employees and help improve their performance.

The analysis findings also indicate that motivation has a direct and significant impact on employee performance, and that better employee performance and the achievement of desired goals are associated with higher levels of employee motivation. Furthermore, the results show that transformational leadership significantly enhances employee performance through motivation, and that workplace performance is significantly affected by motivation. Therefore, it can be concluded that work motivation plays an essential role as a mediating variable between transformational leadership, work environment, and employee performance.

5.2 Suggestions for Future Researchers

The findings of this study indicate that one hypothesis was rejected, namely the relationship between transformational leadership and employee performance. Therefore, future researchers are encouraged to expand the variables by including factors such as training and development, organizational culture, or recognition and rewards to further examine and validate this relationship.

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