

Analysis of Influence Transformational leadership, work motivation on Performance of State-Owned Enterprises Employees in Bali

*Influence
Transformational
leadership*

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ABSTRACT

This research aims to examine the influence of transformational leadership and work motivation on the performance of State-owned Enterprises (SOEs) employees in Bali using the grand theory of Human Resources Management (HR). This research uses quantitative methods associative, and a questionnaire with a population of 637 and a side sample of 86, the questionnaire uses the Slovin formula with four hypotheses assisted by data processing with SPSS Version 24. The research results found : 1. Transformational leadership positive and significant effect on work Motivation, 2. Transformational leadership has a significant positive effect on employee performance 3. Work motivation has a positive and significant effect on employee Performance, 4 Work motivation is able to mediate Transformational leadership on employee Performance. Research Implications this results in the influence of transformational leadership, Employee Performance, work motivation in SOES in the Province being quite moderate and shows that Work motivation can mediate Transformational leadership in Employee Performance.

Keywords: *Transformational leadership, Employee Performance, work Motivation*

ABSTRAK

Penelitian ini bertujuan untuk menguji Pengaruh Kepemimpinan Transformasi, Motivasi Kerja Terhadap Kinerja Karyawan SOES di Provinsi Bali menggunakan grand teori Manajemen Sumber Daya Manusia (SDM). Penelitian ini menggunakan metode kuantitatif asosiatif, dan kuisisioner dengan populasi 637 dan sample samping 86, kuisisioner menggunakan rumus slovin dengan empat hipotesis dibantu olah data dengan SPSS Versi 24. Hasil Penelitian menemukan: 1. Kepemimpinan Transformasi berpengaruh positif dan signifikan terhadap Motivasi Kerja, 2. Kepemimpinan Transformasi berpengaruh positif signifikan terhadap Kinerja Karyawan 3. Motivasi Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan, 4 Motivasi kerja mampu memediasi Kepemimpinan Transformasi terhadap Kinerja Karyawan. Implikasi Penelitian ini menghasilkan pengaruh Kepemimpinan Transformasi, Kinerja Karyawan, Motivasi Kerja pada SOES di Provinsi cukup moderat dan menunjukkan Motivasi Kerja dapat memediasi Kepemimpinan Transformasi dalam Kinerja Karyawan

Kata kunci: *Kepemimpinan Transformasi, Kinerja Karyawan, Motivasi Kerja*

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INTRODUCTION

Every organization or company has goals to achieve. These goals can be realized by utilizing the resources owned by the organization. These resources can be natural resources, financial, human, scientific, and technological. Among all these resources, the most crucial is human resources. Human resources are one of the important factors in competition in the current era of globalization. This shows that Human Resources are the main pillars in the administration of government, implementation of development, and service to the community. However, Human Resources are faced with major challenges in carrying out the main tasks and functions of institutions and meeting the demands of society for the professionalism of the performance of an institution and state apparatus in realizing transparency and accountability of government bureaucracy and participatory development (Khaerunnisa, 2023). Human resources are important assets for companies, because they play a direct role in the operations of the organization. Effective HR management by management is crucial to achieving the company's strategy. Management needs to pay special attention to employees, including providing appropriate facilities and the necessary support, so that they can make maximum contributions to the success of the organization.

Therefore, HR leaders must find the best approach to empower employees, so that company goals can be achieved and organizational performance increases. The right support ensures that employees work optimally and the organization achieves the desired results. According to Budiantara et al. (2022), performance is the result of work, both in quality and quantity, achieved by an employee in carrying out his duties according to the responsibilities given to him. Putri (2020) also stated that performance is the result of work achieved by employees based on job requirements. Ayunasrah et al. (2022) defines performance as the process of doing work and the results achieved from that work. Meanwhile, Sholeh (2016) defines performance as a record of outcomes resulting from the function of a particular job or activity during a certain period of time. Performance appraisal aims to provide rewards and motivate performance improvements in the future. The information obtained from this performance appraisal is used for the purposes of providing salaries, salary increases, promotions, training, and placement in certain tasks.

In addition to Human resources factors, the role of leaders also has a significant impact on employee performance in the company. Nurrahmah (2021) emphasized that the role of leaders is a key factor in determining the success or failure of a company. In this context, Transformational leadership is very relevant, especially in bureaucracies and companies that have potential and educated human resources. According to Gumilar (2023), Transformational leadership not only encourages personal development but also stimulates and inspires employees to give their best efforts. Leaders with this style are able to motivate employees to exceed expectations, thereby contributing to improving the overall performance of the organization. Thus, the combination of effective HR management and Transformational leadership can be the key to success in achieving company goals and improving employee performance. In an effort to improve employee performance, work motivation is one of the efforts that needs to be made. Work motivation is a driver for someone to do their job better and is an important factor that makes the difference between success and failure in many ways (Khoirunnisa and Sudrajat, 2023). Bangun (2012), added that motivation is a desire within a person that causes the person to take action. Motivation is very necessary to carry out tasks or work effectively, because employees who have high Work motivation tend to carry out tasks better than those who are less motivated.

SOES, as a state-owned company, has work units spread throughout Indonesia, including in the Province of Bali. SOEs in Bali include the financial, transportation, energy, infrastructure, professional and technical services, logistics, tourism, agriculture and food, and technology and information sectors. These sectors demonstrate the significant contribution of SOEs in supporting the regional and national economy and providing vital services to the community. Facing competition in the corporate world,

SOES realizes the importance of Human Resources contribution to efforts to achieve corporate goals. To win business competition, good leaders and organizational culture are needed that can maintain employee performance. Transformational leadership style that can increase employee awareness and motivation is needed to improve performance and achieve predetermined goals. The purpose of this study is to determine the effect of transformational leadership on employee performance and motivation, to determine the effect of work motivation on employee performance and to determine work motivation mediates Transformational leadership on employee performance of SOES in Bali.

LITERATURE REVIEW

Ajabar, (2022) Human Resource Management is an activity that is attempted to trigger, improve, motivate and maintain good performance in an organization. According to Sabrina (2021), Human Resource Management is the process of conveying organizational goals by utilizing the people or people in it. Individuals or employees who are managed so that they have the competence and good abilities needed to support their work. The functions of Human Resource Management are as managerial functions and operational functions (Seto et al., 2023). Managerial functions include planning by determining human resource management programs or workforce that will be needed to achieve organizational goals. Organizing is forming an organization to manage a series of various work relationships, division of work, personnel activities and other aspects. Directing is an activity that directs employees to work well and efficiently through orders, motivation and binding regulations to achieve company goals. Control is an implementation activity to control all employees to comply with existing regulations in the company and work according to working hours.

If there are deviations or errors, it is necessary to improve and refine the planning. Operational functions include procurement by recruiting, selecting, placing, and orienting to obtain employees needed by the company. Development is an activity to improve employee skills, knowledge and behavior in working well through education and training (Karim et al., 2019). Compensation, an activity of providing direct and indirect rewards in the form of money or goods to employees provided by the company. Integration, an activity to align the interests of the company and the needs of employees in order to make the right decisions. Maintenance, an activity to maintain or improve the mental condition, loyalty of employees and the ability to work of employees so that they are willing to continue working until retirement. Terminating employment is the termination of an employee's employment relationship from a company (Yankovskaya et al., 2019). Terminating employment is usually caused by the wishes of the company, the wishes of employees, retirement, and the end of the employment contract.

Performance is an important concept in human resource management, which describes the achievement of work performance by individuals in an organization. Mangkunegara & Prabu (2017) stated that the term performance comes from "job performance" or "actual performance," which means work achievement or actual results achieved by a person. Performance reflects the work results in terms of quality and quantity desired by an employee in carrying out their duties, in accordance with the responsibilities that have been given. Hasibuan (2008) added that work achievement or performance is the work results achieved by a person in carrying out their duties, which are influenced by the skills, efforts, and opportunities they have. Another opinion regarding performance comes from Kaydos (2020), who states that performance is a set of results achieved, and refers to the actions of achieving and carrying out tasks requested by the organization. In this case, performance is not only seen from the output produced, but also from how the implementation process is carried out.

Iqbal (2020) also provides a perspective by defining performance as the results or level of success of a person as a whole during a certain period in carrying out tasks, compared to work standards, targets, or criteria that have been previously determined and agreed upon together. From these various definitions, it can be concluded that performance refers to the level of achievement or success of an individual in carrying out

tasks given in accordance with applicable standards. Measuring Employee performance is important to ensure that each individual contributes optimally to organizational goals. Based on Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia No. 8 of 2021, Employee performance indicators include quantity, quality, and timeliness. Quantity refers to the amount of output that must be produced by employees in carrying out their work, be it output with a low or medium level of control (Ekasari, 2020). Quality relates to how well the work is done, while timeliness measures how quickly tasks are completed according to the specified deadline. The combination of these indicators allows organizations to comprehensively evaluate and improve employee performance.

Motivation is one of the key factors that drives individuals to carry out certain activities with the aim of achieving desired results. Miftahussaadah & Subiyantoro (2021) define motivation as an internal state that triggers a person's desire to engage in various activities in order to achieve personal satisfaction. This motivation functions as a driving force that shapes individual behavior in their efforts to achieve these goals. Furthermore, Winardi (2015) explains that motivation is the result of a series of processes, both internal and external, that foster an attitude of enthusiasm and persistence in a person in carrying out certain tasks. These processes include various factors that play a role in maintaining the sustainability and intensity of motivation in an individual, so that he remains enthusiastic and consistent in achieving goals. Hasibuan (2008) identified several main indicators of work motivation that reflect the level of a person's needs in the work environment. These indicators include physical needs (physiological needs), such as basic needs for food and rest; safety and security needs (safety and security needs), which include a sense of security both physically and emotionally; social needs (affiliation or acceptance needs), which are related to social interaction and a sense of belonging; Esteem or status needs, which include feelings of being appreciated and recognized for achievements; and self-actualization needs, which are the peak of needs where individuals strive to achieve their maximum potential. These indicators reflect the spectrum of needs that influence a person's motivation, from the most basic to the highest, namely self-actualization. By understanding and managing these factors, both individuals and organizations can create a work environment that supports increased motivation, so that they can ultimately achieve optimal productivity and well-being.

Leadership is a crucial element in achieving organizational goals, because a leader has a central role in influencing and directing the behavior of his subordinates. According to Syahril (2019), leadership can be defined as the art of a leader in influencing the behavior of his subordinates so that they are willing to work together and work productively to achieve organizational goals. In this context, Transformational leadership emerges as one of the effective approaches in changing organizational culture and creating sustainable change. Transformational leadership not only focuses on achieving short-term goals, but also on creating profound changes that can last in the long term. Mahyadi & Safrizal (2023) explain that Transformational leadership occurs when a leader is able to expand and arouse the interest of his employees, as well as increase their awareness and acceptance of the goals and missions of the group. In Transformational leadership, leaders strive to inspire and motivate employees so that they not only follow directions, but also feel ownership and commitment to the organization's vision. Wulandari (2019) identified several important indicators of transformational leadership, including participative decision making, which involves employees in the decision-making process; personal closeness (personal consideration), which shows personal concern for the needs and well-being of employees; delegation of tasks (delegation), which gives employees the trust to take responsibility; idealized influence (idealized influence), where the leader becomes a respected role model; and direction and guidance (Directive Leadership), which provides clear direction and support for employees. With these indicators,

transformational leadership is able to create an innovative work environment that is oriented towards achieving long-term goals.

METHODS

This research is associative, as defined by Sugiyono (2009), which aims to determine the influence of independent variables on dependent ones and the strength of their relationship. The population consists of a group with specific qualities and characteristics to be studied, and in this case, it includes SOE employees in Bali (Sugiyono, 2010). The sample, a subset of the population, is selected using a technique based on the total population of 637 SOE employees, resulting in 86 respondents through the Slovin formula with a 10% error margin (Umar, 2008). Data collection methods used in this study include interviews, questionnaires, observations, and literature studies. Interviews involve face-to-face questions to gather necessary information. A brief pre-research interview was conducted. The questionnaire method collects data by posing questions to respondents, used in this study to gather data on SOE employees in Bali. Literature studies were used to collect data from books, the internet, and related literature. Observation involved visiting the research site to gather information. Data analysis techniques include quantitative analysis, validity and reliability tests, and path analysis, using SPSS Software version 24 for Windows.

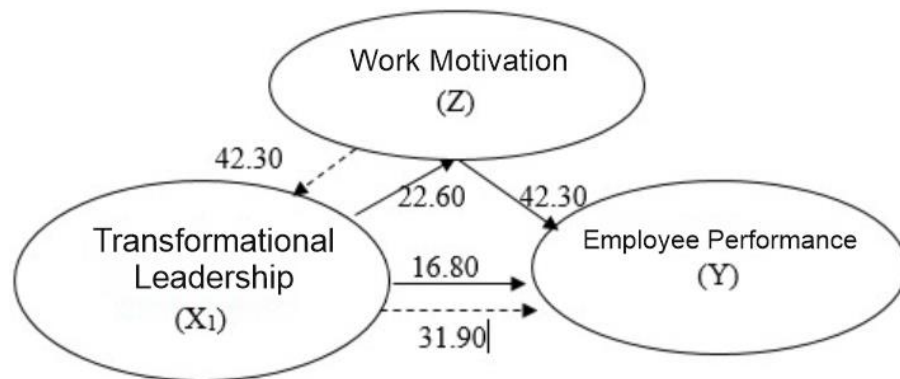
RESULTS

Transformational leadership variable (X) has a positive and significant effect on work motivation (Z) of 0.715 where the transformational leadership variable (X1) correlates very well with work motivation (Z) this result is influenced by good Transformational leadership from the company so that employee work motivation can increase. Transformational leadership (X1) has a significant positive effect on the employee performance variable of 0.771 where Transformational leadership (X1) correlates well with employee performance (Y) the results of this study are influenced by good transformational leadership from the company so that employee performance can increase. The work motivation variable (Z) has a positive and significant effect on the employee performance variable (Y) of 0, where motivation (Z) correlates very well with employee performance (Y), the results of this study are influenced by the work motivation given by the company so that employee performance can increase well. To increase employee performance to one unit, the researcher increases the relationship between transformational leadership (X) by 0.715 units and work motivation (Z) by 0.771 units. The results of the analysis based on the research model test that the F count value is 14,359 with a significance value of 0.000. Because the significance value is below or smaller than 0.05. Then the transformational leadership variable (X1), work motivation (Z) and on employee performance (Y). So the research model with all the variables used by the researcher can be accepted.

The results of the analysis based on the results of data processing assisted by SPSS version 24 can be explained transformational leadership variable (X) with a t-value of 1,662, a level of singularity of 0.100 is above or greater than 0.05, meaning that the transformational leadership variable (X) has a positive and insignificant effect on the performance of SOE employees in Bali, hypothesis 1 is not proven. Work motivation variable (Z) with a t-value of 4,181, a level of singularity of 0.000 is below or less than 0.05, with a t-value of 4,181, meaning that it has a positive and significant effect on the performance of SOE employees in Bali. So the hypothesis 2 can be accepted. Transformational leadership variable (X) with a t-value of 2.303, a significance level of 0.024 is below or less than 0.05 with a t-value of 2.303, meaning it has a significant positive effect on work motivation (Z), so that hypothesis 3 can be accepted.

The results of the analysis using path analysis can produce the contribution of transformational leadership (X1) 0.168 and work motivation (Z) 0.423 to the performance of SOE employees in Bali is the standardized coefficients beta value of transformational leadership (X1) 16.80% and work motivation (Z) 42.30% so that the

results of the path analysis indicate that there is a direct influence between the variables transformational leadership (X1), work motivation (Z) on the performance of SOE employees in Bali of 0.589 or 58.90%. The results of the path analysis show that there is an indirect influence between the variables Transformational leadership (X1) and work motivation (Z) on the performance of SOE employees in Bali of 0.099 or 9.9 percent.



Source: Primary Data processed by SPSS V26 2024

Figure 1. Path Analysis

The implications of this research can contribute simultaneously to a low SOEs of 2.4.10 percent in Bali, so it is necessary to conduct further research development.

CONCLUSION

Transformational leadership makes many decisions collaboratively with employees, provides direction in carrying out tasks, emphasizes the importance of interaction between leaders and employees in achieving common goals, and demonstrates awareness of the active role of all members of the organization in the decision-making process and carrying out tasks. Work motivation can provide overall health insurance to all employees regardless of position and level of education, the workspace is equipped with facilities that provide comfort in working, provides awards to employees who excel, creates a work environment that supports the growth and motivation of the entire team. Employee performance shows the ability to master work in their field, has a deep understanding in their field, and provides optimal contribution, produces quality performance, strengthens the efficiency and effectiveness of the organization as a whole.

Leaders are advised to commit to openness and equality by communicating with each employee regardless of position, implementing employee task delegation as part of transformational leadership, providing inspiring examples in daily actions and behaviors. Work motivation is advised to maintain the income received by employees above the minimum wage and provide freedom to interact with coworkers during breaks, increase work motivation; by maintaining financial well-being and a work culture that supports positive social interaction, employee morale and productivity can continue to be improved. Employee performance is advised to continue to encourage and appreciate employees who are quick and responsive to new tasks given and who are willing to contribute to improving work results; with proper recognition and support, Employee performance can continue to improve, thus creating a productive and enthusiastic work environment.

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