

The Influence of Transformational Leadership Styles and Quality of Human Resources on Employee Performance Through Employee Work Motivation As Mediation Variable In Regional Development Planning Office In Malang Regency

Intan Rizkyta Devi¹, Harsono², Tanto Gatot Sumarsono³

1(Student in Program of Magister Management, University of Merdeka Malang, Indonesia)

2(Faculty of Economics and Business, University of Merdeka Malang, Indonesia)

Abstract:

This study aims to analyze the role of transformational leadership styles to improve employee work motivation related to the quality of human resources, employee performance. This research was conducted in a regional development planning office located in Malang Regency, Indonesia. Office employees as respondents as many as 75 employees. Census methods were used in this study. Data analysis techniques use descriptive analysis and path analysis using SPSS. Research conducted during the Covid-19 pandemic, then variable measurement becomes different. The purpose of this study is that employees will understand difficult work as well as solve problems based on applicable method, employees can understand the planning of organizing in detail, then the development planning will run more optimally, employees are required that the initiative in completing the work without being commissioned by the leadership, employees at regional development planning office in Malang Regency recommended by the leadership for the development, raised their ranks, sent to follow further education and training.

Key Word: *Transformational Leadership Style; Quality of Human Resources; Employee Performance; Employee Work Motivation*

Date of Submission: 06-02-2021

Date of Acceptance: 19-02-2021

I. Introduction

This research was conducted in Indonesia in 2020 during Covid-19. Regional Development Planning Office (commonly called BAPPEDA Malang Regency) is located in Malang-East Java Regency which has the highest population rating in Indonesia. Regional Development Planning Office is one of the government organizations that have the responsibility in the field of regional development planning.

Organizations in the Office Government have leaders who appreciate every employees duty, so employees are always motivated to give their best and achieve the agency's vision of mission. The observations showed that leaders in Regional Development Planning always motivate their employees, if subordinates have constraints in carrying out their duties, the leaders have their way of solving the problem, and theirs no doubt about it. And that, transformational leadership style is the highlight in this research.

Transformational leadership style is showing us how the quality of human resources is very related to employees' work achievement. Human Resources in the Regional Development Planning Office consists of Civil Servants and Honorary Employees. If human resources do not provide the best for agencies, then the vision and mission of the Office Government in a structured and targeted manner will not be achieved. Research conducted by (Wahyu:2016) states that the transformational leadership style positively affects employees' hard work and performance, and the thing about compensation, it has a more positive and significant effect on employee progress and performance.

Based on the results in this research, it is known that the quality of human resources has a significant effect on the work progress of employees in the Office Government. In this study, it was shown with the highest predicate that employees in Office Government can plan or organize carefully, it is used as a reference in working and fostering high work motivation. This research is in line with research conducted by (Ozlen:2014) which showed that the influence of human resource quality has a significant influence on employee work motivation. With the quality of competent human resources can achieve the objectives of the agency and increase employee's work in a targeted way, it is necessary to test the leadership style and quality of human resources to predict its relation to employee work motivation. The explanation above reveals the first hypothesis in this study is:

H1. Transformational leadership style, quality of human resources to employees work

Another factor that's considered to have an impact on the transformational leadership style, the quality of human resources is Employee Performance. (Simanjutak:2012) proves the positive impact between transformational leadership and motivation jointly affects employee's performance and progress. It is also stated that human resources have a positive effect on performance with the organization's commitment as a variable mediator (Tabouli:2016). According to (Mangkunegara:2009) the Employee Performance is the result of work achieved by an employee in carrying out duties by the responsibilities given. The results of observations in the Office Government, the leaders always trust their employee's to do a crucial task and given directions to do in detail, then employees will try to do the task with their best they can do and employee performance will be achieved by the wishes of the leadership and human resources in the Office Government must have guidelines in planning, If employees disobey the plan, they will be given some training to improve their quality performance, thus employees in the Office Government are competent and professional in carrying out their duties. Based on the study of (Simanjutak:2012), it is important to know more about the relationship between transformational leadership style, quality of human resources to employee performance in the Office Government. The explanation above reveals the second hypothesis in this study which is:

H2. Transformational leadership style, quality of human resources to employee performance

The results of observations in the Office Government that other factors considered to affect employees performance for their motivation. (Oluyesi:2009) stated that there is a positive and significant correlation in variable work motivation, leadership effectiveness, and time management to employee performance. The results of this study showed that if the leaders in Office Government give some rewards to the employees have high spirit in working, the responsibility of completing the work by developing the skills of these employees by providing training and education so that employees who can't follow the progress of the work will be able to implement their task better. In this way, employees will be motivated to work professionally and produce a performance as desired by the agency.

The results of descriptive analysis state the highest employee work motivation indicators, namely Advancement (progress) related to the development of work skills, promotion, sent following further education and training. So that employees can be motivated to develop in their work. The explanation above reveals the third hypothesis in this study is:

H3. Employee work motivation to employee performance

Research in the Office Government of employee work motivation can mediate between transformational leadership styles, quality of human resources to employee performance. Research conducted by (Martha:2020) stated that the transformational leadership style has a significant positive effect on work motivation, transformational leadership style positively affects employee performance, work motivation has a significant positive effect on employee performance. This research also proves that work motivation successfully mediates the influence of transformational leadership style on employee performance. Based on total direct influence greater than total indirect influence. Therefore, this research can mediate, because employee work motivation variables weaken the direct influence of variable transformational leadership style, quality of human resources, and employee performance.

The explanation above reveals the fourth hypothesis in this study, which is:

H4. Transformational Leadership Style and Quality of Human Resources Towards Employee Performance through Employee Work Motivation as mediation variables.

Employee work motivation is key to success in achieving ideal employee performance related to affecting aspects such as transformational leadership style, quality of human resources. This research is interesting because this activity was carried out at the time of Covid-19. Of course, the results of the study of variables studied have an interesting explanation

II. Literature Review

The term performance comes from the word job performance or actual performance is a work achievement that can be achieved by employees. Understanding performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given (Mangkunegara:2009). organizational performance is a combination of individual performance with a group performance.

Employee performance is a process of carrying out work by the level of professionalism of each employee (Nurhalis:2007). According to (Mathis:2020) several indicators can be used to measure employee performance, namely: (1) Quality can be measured from the employee's perception of the number of activities assigned and the results, (2) Quality is measured by the employee's perception of the quality of the resulting work and the perfection of the task to the skills and abilities of the employee.

The results of the work are carried out to meet the expected objectives of the work, (3) Timeliness is measured from the employee's perception of an activity completed from the beginning of time to the output. Can

complete at a set time as well as maximize the time available for other activities, (4) Effectiveness to make the most of the resources and time available to the organization to increase profits and reduce losses, (5) Self-reliance is the activeness of employees by proving how far the initiative, to complete the work without being woven by the superior.

The transformational leadership style is a variable that is widely studied and researched in various articles and books. Transformational Leadership Style is inspiring employees with a variety of new perspectives, realizing the agency's vision, developing potential, and meeting the agency's objectives.

Transformational Leadership Style is the process of leaders making decisions, to increase the maturity of employee motivation and move employees to be selfless for the good of the group, organization, or community (Joko:2005). Various leadership styles (Robbins:2015) are charismatic leadership style, visionary leadership style, transactional leadership style, transformational leadership style.

Indicators of transformational leadership style (Robbins:2015) namely Idealized influence that is behavior that evokes emotions and strong identification of followers towards leaders, Individualized considerations include providing support, encouragement, and training for followers. Intellectual stimulation is a behavior that increases followers' awareness of problems and influences followers to look at problems from a new perspective. The view explains that quality is a measure that states how far it has been met with various requirements, specifications, and expectations. Human Resources are human resources. Human-sourced power can also be called energy or power. Human resources in the form of an organization as a mobilizer to achieve the objectives of the organization.

The quality of human resources is the ability of each employee both in completing the work, developing himself, and encouraging the self-development of his colleagues (Matindas:2002). The quality of human resources has indicators (Hasibuan:2007) consists of (1) Knowledge is a competency that employees have in a complex according to the employee education background, (2) Recruitment is designed to get prospective job applicants according to agency criteria, (3) The spirit of work is the attitude of an employee with an enterprising attitude to complete a job, (4) The planning ability of employees is very important for work completion guidelines Motivation in management is aimed only at human resources in general and subordinates in particular. (Hasibuan:2007) said that motivation is the provision of driving power to create the excitement of one's work, to cooperate, work effectively and integrate with all efforts to achieve satisfaction.

Meanwhile, according to (Robbins:2015), defining Motivation is a process that contributes to determining the intensity, direction, and perseverance of individuals in trying to achieve goals. So motivation is an effort that exists in a person in meeting his needs to achieve the goals of the organization. Motivation is a driving force to make the employees realize the importance of behavior needed to achieve self-satisfaction. Motivation is formed from the attitude of an employee who is facing a work situation. Motivation is a condition that moves employees who are directed to achieve organizational goals, mental attitude is a mental condition that encourages employees to strive to achieve maximum work achievement. Indicators of employee work motivation (1) Achievement if the employee succeeds in achieving a vision of mission expected by the agency, then the leader must provide an achievement for the employee, (2) Recognition the leadership must recognize the results of achievement of the employee, (3) The work itself when the employee receives the job that feels difficult, then the employee will explore a knowledge obtained and will be responsible for solving the problem, (4) Responsibility for employees to be responsible for their work, then the leadership must apply the principle of participation with the aim of employees can make planning and carry out the work properly, (5) Progress or advancement, if the employee already has a good responsibility, then the chairman gives recommendations to employees for development, raises his rank, is sent to follow further education and training. So that employees can develop in their work

III. Methodology

This research is to find out the influence of transformational leadership style, quality of human resources on employee performance through employee work motivation. Data collection using questionnaires. Respondents only choose four answers according to the Likert scale on option 1 is strongly disagreeing, 2 are disagreeing, 3 are agreeing and option 4 is strongly agreeable. Researchers built four research hypotheses.

The design of this research is quantitative. while the data sources obtained in this study are primary data and secondary data. Primary data is obtained from questionnaires of research objects, and secondary data is obtained from the staffing department. Data techniques use descriptive analysis and path analysis.

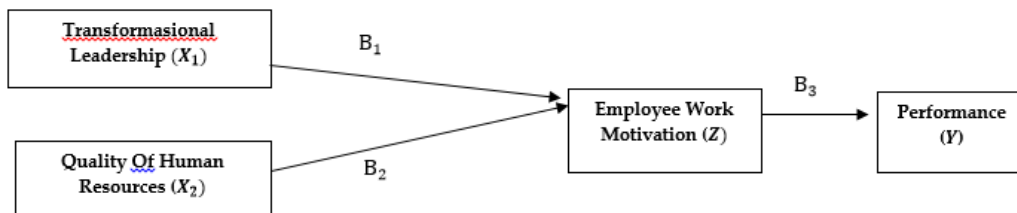
The respondents of the study were 75 employees. Census methods were used in this study. An explanation of research variables and indicators is presented in Table 1 as follows:

Table 1. Variables and indicators

Variables	Indicators	Source
Transformational Leadership Style (X1)	Ideal Influence (X1,1)	(Robbins:2010)
	Individual Considerations (X1,2)	
	Inspirational Motivation (X1,3)	
	Intellectual Stimulation (X1,4)	
Quality of Human Resources (X2)	Knowledge(X2,1)	(Mangkunegara:2009)
	Recruitment (X2,2)	
	Work Spirit (X2,3)	
	Planning/Organizing Capabilities (X2,4)	
Employee Performance (Y)	Quality (Y1.1)	(Mathis:2006)
	Quantity (Y1.2)	
	Timeliness (Y1.3)	
	Effectiveness (Y1.4)	
	Independence (Y1.5)	
Employee Work Motivation (Z)	Achievement (Z1.1)	(Simanjutak:2012)
	Recognition (Z1.2)	
	The Work It Self (Z1.3)	
	Responsibility (Z1.4)	
	Advancement (Z1.5)	

Standardized regression coefficient values in structural equation models are calculated using multiple linear regression techniques assisted by SPSS statistical programs. The research structural equation model is presented in Figure 1.

Figure 1. Structural Equation Modeling



Regression liner I: $Z = a_4 + B_1X_1 + B_2X_2 + \varepsilon$
 Regression liner I: $Z = a_4 + B_1X_1 + B_2X_2 + \varepsilon$

IV. Research Results

The results of respondents' answers from 75 people have been tabulated. Validity and reliability tests have been tested resulting in the conclusion that respondents understand the contents of the questionnaire and are proven to have a good level of consistency. The respondent's profile is presented in Table 2.

Table 2. Respondent Profile

Age	%	Education Level	%
20-29 Years	18,67	High School Equivalent	22,67
30-39 Years	41,33	Bachelor (S-1)	56,25
40-49 Years	29,33	Magister (S-2)	34,38
50-59Years	10,67		
Gender	%		
Male	44		
Woman	56		

Most respondents are women, at the age of 30 to 39 years means respondents at a high level of maturity with a good level of intelligence that is mostly educated, undergraduate graduates. Data processing use program SPSS statistical program. The study measured four variables and 18 research indicators. An overview of respondent perception can be analyzed using the average value for each variable and indicator-indicator. Statistical results of the description for each of the variables and research indicators are presented in Table 3.

Table 3. Description Values for Variables and indicators

Variabel dan Indikator	Mean	Indicators	Mean
Transformational Leadership Style (X1)	3,07	Ideal Influence (X1,1)	3,10
		Individual Considerations (X1,2)	3,10
		Inspirational Motivation (X1,3)	3,01
		Intellectual Stimulation(X1,4)	3,12
Quality of Human Resources (X2)	3,06	Knowledge(X2,1)	3,03
		Recruitment (X2,2)	3,04
		Work Spirit (X2,3)	3,07
		Planning/Organizing Capabilities (X2,4)	3,12
Employee Performance (Y)	3,18	Quality (Y1.1)	3,15
		Quantity (Y1.2)	3,13
		Timeliness (Y1.3)	3,11
		Effectiveness (Y1.4)	3,18
		Independence (Y1.5)	3,36
Employee Work Motivation (Z)	3,10	Achievement (Z1.1)	3,06
		Recognition (Z1.2)	3,00
		The Work It Self (Z1.3)	3,08
		Responsibility (Z14)	3,12
		Advancement (Z1.5)	3,24

Table 3 explanation shows that the indicator that best describes the variables of transformational leadership styles is intellectual stimulation. Indicators of the quality of human resources can explain the ability to plan/organize well. Employee performance prioritizes self-reliance. Employee work motivation is seen in the Advancement indicator. To find out the standardized coefficient value in the structural equation model, it is done regression twice. The results of the regression model equation are as follows:

First multiple linear regression model:

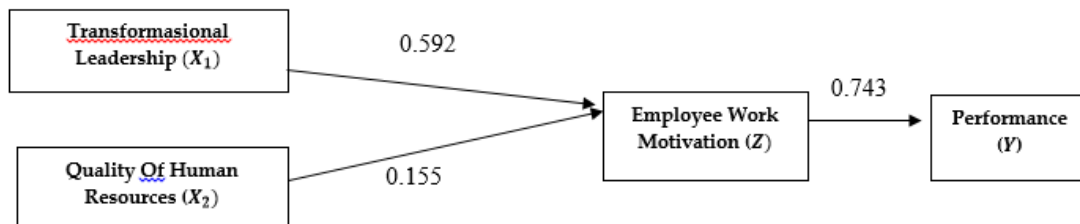
$$Z = 8.836 + 0.492X_1 + 0.155X_2 + \epsilon$$

Second multiple linear regression model:

$$Y = 7.972 + 0.443Z + \epsilon$$

The results of the structural equation model are presented in Figure 2.

Figure 2. Structural Equation Modeling



Note: *) significant at the 0,05 level

Figure 2 shows the four standardized regression coefficient values in the structural equation model. Transformational leadership style towards Employee work motivation shows a significant impact. The quality of human resources affects employees' work motivation. Employee work motivation has a significant effect on employee performance. An explanation of path analysis is presented in Table 4.

Table 4. The results of the track analysis evaluation are presented

Variable	Direct Influence	Indirect Influence
	Standardized Coefficient	Standardized Coefficient
Transformational Leadership Style to Employee Work Motivation	$B_1 = 0.434$	
Quality of Human Resources to Employee Work Motivation	$B_2 = 0.586$	
Transformational Leadership Style to Employee Performance	$B_3 = 0.592$	

Quality of Human Resources to Employee Performance	$B_4 = 0.155$	
Employee Work Motivation to Employee Performance	$B_5 = 0.743$	
Transformational Leadership Style to Employee Performance through Employee Work Motivation	$B_1 \times B_5$ $0.434 \times 0.743 =$ 0.322	
Quality of Human Resources to Employee Performance through Employee Work Motivation	$B_2 \times B_5$ $0.586 \times 0.743 =$ 0.435	
Amount	2.110	0.451

Table 4. It is known that the total direct influence is 2,110, while the total indirect influence is 0.451. This can be interpreted that the employee's work motivation variable is the mediation variable because the total direct influence of 2,110 is greater than the total indirect influence of 0.451, so the employee's work motivation variable strengthens its influence on employee performance. This can be concluded as a mediation variable.

V. Discussion

Respondents' perception of the transformational leadership style indicates that the transformational leadership style is formed from the ideal influence aspect. Individualized considerations, Intellectual stimulation, Inspirational Motivation. It was found that intellectual stimulation is the most shaping indicator of a transformational leadership style. Intellectual stimulation in Office Government is very decisive for employee performance, leaders provide innovation and procedures in carrying out a job. With the existence of intellectual stimulation, employees will understand difficult work and solve problems based on applicable regulations. The completion of work in the Office Government of the leadership appreciates every job done by employees so that employees are always motivated to give their best and can achieve the vision of the agency mission. Office Government between leaders can coordinate well so that employees remain enthusiastic in carrying out their work and leaders are set a good example. This aligns with the characteristics of work in the Office Government that requires qualified leaders. This is in line with research conducted by (Miao:2007) that transformational leadership is leadership involved in the work of employees and leaders treat and provide direction to employees well

This research reveals that the Quality of Human Resources is determined by Knowledge, Recruitment, Spirit of work, Ability to plan/organize. The Quality of Human Resources in the Office Government is primarily formed by the ability to plan/organize in detail, then the development planning will run more optimally. In the Office Government that must be owned by employees, namely guidelines in planning, if they can not follow the planning properly, training will be given to improve the quality of employee performance, so that employees in the Regional Development Planning Office are competent and professional in carrying out their duties. In this study, it was shown with the highest predicate that employees in Office Government can plan or organize carefully, it is used as a reference in working and fostering high work motivation. This research is in line with research conducted by, (Ozlen:2014) which showed that the influence of human resource quality has a significant influence on employee work motivation. With the quality of competent human resources and can achieve the objectives of the agency and can increase the motivation of workers in employees in a targeted This research reveals that Employee Performance is determined by Quality, Quantity, Timeliness, Effectiveness, Independence. Leaders play an important role in the organization because it has the authority to formulate a policy. The leadership is the skipper for all members to determine where to go. Therefore, the ability to manage agencies and subordinates as best as possible to achieve the objectives of the organization. By being able to manage it is used as an example to be applied that becomes the scope of subordinates. This is in line with research conducted by (Simanjutak:2012) that the work achieved by a person or group of people, by the authority or responsibility of each employee during a certain period.

This study found that employee work motivation can be shaped by achievement or achievement, recognition or recognition, the work itself or the work itself, Responsibility or responsibility, Progress, or advancement. The highest score is in the Advancement indicator. Employees at Office Government were recommended by the leadership for the development, promoted, sent to follow further education and training. So that employees can develop in their work, as well as continue to develop in their careers. Therefore employees will continue to be motivated in their work. This is in line with research conducted by (Ozlen:2014) that highly motivated employees who are productive and innovative can lead the organization to success through the achievement of desired results.

VI. Conclusion

In this study, it was produced that the total direct influence is greater than the total indirect influence, it can be concluded that the Employee Work Motivation variable is a mediation variable. Therefore, Employee Work Motivation can weaken the direct influence of variable Transformational Leadership Style, Human Resource Quality, and Employee Performance

References

- [1]. Wahyu. "The Influence of Transformational Leadership Style And Compensation On Employee Performance With Motivation As Intervening Variables" Indonesian Journal Vol. 07 No. 02, 2016
- [2]. Ozlen, Hadziahmetovic. "The Role of Human Resource Management in Employee Motivation" International Journal Burch University, Bosnia and Herzegovina, 2014
- [3]. Simanjutak dan Calam. "The Influence of Transformational Leadership and Motivation on The Performance of PT Employees. PLN (Persero) Binjai Branch of North Sumatra Region". In the Journal of Sintikom. Volume 11 No. 2, 2012 Binjai: STIMIK Triguna Dharma North Sumatra
- [4]. Tabouli, et al. "The Impact of Human Resources Management on Employee Performance: Organizational Commitment Mediator Variable". The International Journal of Business & Management, 2016.
- [5]. Mangkunegara, Prabu. Corporate Human Resources Management, 2nd Printing, Bandung: PT. Teenager Rosdakarya Offset, 2009
- [6]. Oluyesi, A. Shadare, dan Hamed T, Ayo. "Influence of Work Motivation, Leadership Effectiveness and Time Management on Employees Performance in Some Selected Industries in Ibadan, Oyo State, Nigeria" European Journal of Economics, Finance and Administrative Sciences. ISSN 1450-2275 Issue 16, 2009
- [7]. Martha. "The Effect of Transformational Leadership Style On Employee Performance With Work Motivation AsF Moderation Variables" The International Journal of Business & Management, 2020
- [8]. Nurhalis. "The Influence of Education and Training on the Performance of Employees of Nanggroe Aceh Darussalam Provincial Training Agency" In Jurnal Ichsan Gorontalo, 2007
- [9]. Mathis, R.L, Jackson, J.H. Human Resource Management. Jakarta: Salemba Four, 2006
- [10]. Joko, N. H. "Urgency Competency-Based Human Resources Development" Journal of Business Administration, Number 1, 2005:51
- [11]. Robbins, S. P. & Judge, T. A. Organizational Behavior, Jakarta, Salemba Four, 2015
- [12]. Matindas, R. "Human Resource Management; through the Concept (ambition, reality, and effort)" Main Library of Graffiti. Jakarta, 2002
- [13]. Hasibuan, Malayu S.P, Corporate Human Resources Management, Bandung, PT. Earth Aksa. 2007
- [14]. Miao, C Fred dan R, Evans Kenneth. "The Impact Of Salesperson Motivation On Role Perceptions and Job Performance- A Cognitive and Affective Perspective" Journal of Personal Selling and Sales Management. Vol. 27. pp. 89-101, 2007
- [15]. P. Siagian, Sondang. Organization Leadership & Administrative Behavior, Jakarta: Publisher of Gunung Agung, 2002
- [16]. Pangaribuan, Lastiar. "The Influence of Leadership Style on Employee Work Motivation at PT. Indosat, Tbk" Regional Division of West Region of Medan. University of North Sumatra, 2008
- [17]. Pasolong, Harbani. Theory of Public Administration, Alfabeta, Bandung, 2010
- [18]. Priyono. Human Resource Management. Sidoarjo, 2010:4
- [19]. Puni, Albert, Samuel B. Ofei & Abednego Okoe. "The Effect of Leadership Styles on Firm Performance in Ghana" International Journal of Marketing Studies; Vol. 6, No. 1, November 2013, p. 177-185, 2014
- [20]. Ramli, Muhammad. Journal of Prophetic Politics Volume 5, No. 2 of 2017:80
- [21]. Riyadi & Deddy Bratakusumah. "Regional Development Planning (Strategy to Explore Potential in Realizing Regional Autonomy)". Publisher of PT Gramedia Pustaka Utama Jakarta, 2003:6
- [22]. Riza. "Analysis of Transformational Leadership Style and Transactional Leadership Style on Employee Performance (Study at PT. PLN Persero)". Indonesia Journal, 2014
- [23]. Robbins, P. Stephen. Organizational Behavior. Issue Ten. Translated by: Drs. Benyamin Molan. Erlangga, Jakarta, 2006
- [24]. Robbins, Stephen P. dan Coulter, Mary. Tenth Edition Management. Jakarta: Erlangga Publisher, 2010

Intan Rizkyta Devi, et. al. "The Influence of Transformational Leadership Styles and Quality of Human Resources on Employee Performance Through Employee Work Motivation As Mediation Variable In Regional Development Planning Office In Malang Regency." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(02), 2021, pp. 19-25.