

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS AN INTERVENING VARIABLE

Darwinto¹, Idahlia Amelia², Ipah Masripah³

^{1,2,3}) Manajemen Administrasi, Universitas Utpadaka Swastika

Email: ipapoy80@gmail.com

ABSTRACT

The purpose of this study was to determine the effect of Transformational Leadership Style Variable (X) on Employee Performance (Y) with Motivation (Z) as Intervening Variable at PT JNE Gudang OTB Legok, Tangerang Regency. The method used is a quantitative method of measuring the method used is the Likert scale by taking 45 respondents from the entire population as the research sample. For data analysis, researchers used statistical analysis with the SmartPLS 3.2.9 program. From the research results, it is known that the Transformational Leadership Style has a positive and significant effect on employee performance with the path coefficient value of 0.324 or 32.4% and has a p-value <0.05, which is 0.031. Transformational Leadership Style has a positive and significant effect on motivation with the result that the path coefficient value is 0.912 or 91.2% and has a p-value <0.05, which is 0.000. Motivation has a positive and significant effect on employee performance with the result that the path coefficient value is 0.632 or 63.2% t- and has a p-value <0.05, which is 0.000. Motivation variable shows that motivation is a partial mediation of the influence of Transformational Leadership Style on Performance, with a significance of 0.000 <0.05.

DOI:

<http://dx.doi.org/10.31000/combis.v7i1.12909>

Article History:

Received: 03/12/2024

Reviewed: 02/01/2025

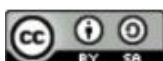
Revised: 28/01/2025

Accepted: 28/02/2025

Keywords: *Transformational Leadership Style, employee performance, motivation and intervening*

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh yang ditimbulkan oleh Variabel Gaya Kepemimpinan Transformasional (X) terhadap Kinerja Karyawan (Y) dengan Motivasi (Z) sebagai Variabel Intervening pada PT JNE Gudang OTB Legok, Kabupaten Tangerang. Metode yang digunakan adalah metode kuantitatif alat ukur metode yang digunakan yaitu skala likert dengan mengambil 45 responden dari seluruh populasi yang ada sebagai sampel penelitian. Untuk analisis data peneliti menggunakan analisis statistik dengan program SmartPLS 3.2.9. Dari hasil penelitian diketahui Gaya Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap Kinerja Karyawan dengan hasil nilai path koefisien sebesar 0,324 atau 32,4% dan memiliki p-value < 0,05 yaitu 0,031. Gaya Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap Motivasi dengan hasil nilai path koefisien sebesar 0,912 atau 91,2% dan memiliki nilai p-value < 0,05 yaitu 0,000. Motivasi berpengaruh positif dan signifikan terhadap Kinerja Karyawan dengan hasil nilai path koefisien sebesar 0,632 atau 63,2% t- dan memiliki nilai p-value < 0,05 yaitu 0,000. Variabel Motivasi menunjukkan bahwa Motivasi merupakan mediasi secara parsial pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja, dengan signifikansi sebesar 0,000 < 0,05.



INTRODUCTION

In this era of globalization, coupled with the *Covid-19* pandemic, companies have to find new ideas so that their companies can survive. All companies today are competing with each other to continue operating and develop to a better state. In order for the vision and mission of an organization or company to be achieved, of course, it is necessary to have good Human Resources (HR), in this case employees.

Employees are assets and central figures in organizations and companies. In order for all management activities to run well, the company must certainly have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases and the company's goal is to get maximum profits.

Employee performance in a company is very diverse, not all the performance they do is optimal, some even only work formalities within the company. This is certainly a lot of factors that will affect their performance, the company must certainly understand several factors that can optimize the performance of these employees. The performance of the employee in question is the ability to perform certain skills. From the performance of these employees, it will be known how far a person's ability to carry out the tasks and responsibilities imposed on him will be known.

The increasing prevalence of *e-commers* and increasing consumer demand on online buying and selling sites that collaborate with delivery services, of course, affects the number of goods processed. With the increase in the number of goods, of course, companies need to optimize the performance of existing employees. There needs to be assistance from a leader to coordinate and motivate employees. Leaders here are not to give orders but those who are able to direct and guide the performance of employees in the company. This aims to get the employee performance that the company expects.

Seorang pemimpin harus tanggap terhadap setiap perubahan yang dialami oleh lingkungan internal dan eksternal perusahaan, serta mampu untuk menganalisis kekuatan dan kelemahan Karyawan perusahaan sehingga dapat memaksimalkan kinerjanya, serta menangani masalah yang dihadapi dengan cepat dan efisien. Pemimpin yang baik akan membawa kelompok yang ia pimpin menjadi baik pula. Tentu tidak mudah untuk membawa dan mengkoordinir setiap kelompok yang ia pimpin yang mana di dalamnya banyak ragam dan pemikiran dari karyawannya. Gaya kepemimpinan tentu akan mempengaruhi sebuah tim itu berjalan terutama bagaimana kinerja karyawan yang dipimpinnya, seperti yang tertulis dalam hasil penelitian Reza (2010), Saribu dan gandung (2020), serta Aminah dan Risnawati (2022).

There are many Leadership Style Theories, one of which is the Transformational Leadership Style felt by employees with trust, admiration, loyalty, and the employees are motivated to do more than expected, To realize the company's vision, it is necessary to carry out evaluations in various fields, both related to management, employee performance, work motivation, and the habits of stakeholders related to the company which is also known as company culture.

Transformational leadership style has a positive and significant effect on employee performance, as stated in the research of Kharis, Putra, (2015), Anam, Prayudi, Ramadhanto, Septianingsih (2020), Djaja, Martha, Nena, Pratiwi (2021), Dwisaksono (2022).

Indicators of Transformational Leadership Style according to Bass and Avolio (1994) in Usman (2020:157), there are 4 (four) of them: charisma, inspirational, individual attention, intellectual stimulus.

Motivation according to George & Jones (2002) in Lendy Zelvian (2020:13) Motivation can be defined as a psychological impulse in a person that determines the *direction of behavior* of a person in the organization, the level of effort, and the level of persistence or resilience in facing an obstacle or problem (level of persistence).

According to Rivai (2001), performance is the key to achieving productivity because performance is the result where people and other resources in the organization together bring the final result based on the quality level and standards that have been set (Bukman Lian, 2017:89). Meanwhile, according to Irianto (2001), employee performance is an achievement obtained in carrying out tasks, the success of the organization depends on the kineerja of the organizational actors (Edi Sutrisno (2019:122)).

The work environment is able to change employee performance according to Nurhuda (2019), Fahrezi and Ratnasari (2020), Aminah, Dwisaksono, Pratama and Risnawati (2022). Improving employee performance certainly also has to do with the compensation they receive. Compensation is something that employees receive in lieu of their service contributions to the company. Compensation is also a motivation in improving employee performance and encouraging employees to give their best performance so that the company's goals are achieved. Compensation affects employee performance as well as research that has been conducted by Gandung and Ratnasari (2020), Aminah, Dwisaksono, and Pratama (2022).

The hypotheses concluded are as follows:

- H1: It is suspected that there is a negated influence between the Transformational Leadership Style on the performance of employees of PT JNE Gudang OTB Legok, Tangerang Regency.
- H2: It is suspected that there is a significant influence between Transformational Leadership Style on the work motivation of employees of PT JNE Gudang OTB Legok, Tangerang Regency.
- H3: It is suspected that there is an influence between motivation and employee performance of PT JNE Gudang OTB Legok, Tangerang Regency.

RESEARCH METHODS

The method used in this study is a quantitative method. The research method used in this study is a quantitative method. According to Sugiyono (2022:7), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations and samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

The data analysis method used in the quantitative study was carried out after data from all respondents were collected. According to Sugiyono (2011: 207) stated that the activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable that is studied, conducting calculations to test the hypothesis that has been proposed. Thus, it is concluded that data analysis needs to be carried out, as the next concrete step after data from the field is collected, and aims to process and interpret the results of data processing and its conclusions.

The data analysis method used in the study is Structural *Equation Modeling* (SEM) and uses the help of software, namely *Partial Least Square* (PLS) or SmartPLS. Data analysis and modeling of structural equations using SmartPLS 3.2.9 software. With *Outer Model* and *Outer Model* Equations, *Inner Model* and *Inner Model* Equations, Research Model, Validity Test: Convergent, *Discriminant Validity*, *Reliability Test* (*Path CoeffiCent*), Model Evaluation: *F-Square*, *R-Square*, *Fit Model*.

RESEARCH RESULTS

The results of the study were processed by conducting quantitative analysis, including descriptive analysis by describing the items of statements that aimed to obtain an overview of the variables being studied, in addition to that the researcher also used three variables tested in this study, where each of these variables will be tested for their influence on each other

Based on the Compensation variable on the age indicator, it can be seen that respondents aged 20-23 years are 4 people or 8.9%, respondents aged 24-27 years are 10 people or 22.2%, respondents aged 28-31 years are 11 people or 24.4%, respondents are 32-35 years old are 12 people or 26.7%, respondents are 36-39 years old are 5 people or 11.1%, respondents aged 40-

43 years were 2 people or 4.4%, respondents aged 44-47 years were 1 person or 2.2%.

Based on the variables in the last education indicator, it can be seen that the respondents are based on the last education. as many as 39 people or 86.7% are respondents with their last education being high school (SMA) and the rest are respondents with their last education (S1), which is 6 people or 13.3%.

Based on the compensation variable on the indicator of length of work, it can be seen that 2 people or 4.7% have worked for less than 1 year, as many as 15 people or 30.2% have worked for less than 3 years, as many as 30 people or 69.8% have worked for more than 3 years as employees of PT JNE Gudang OTB Legok Tangerang Regency.

Based on the compensation variable on the leadership style in the indicator that leaders can be respected by employees, it can be seen that out of 45 respondents who voted strongly agree, 18 respondents (40%), respondents who voted to agree as many as 19 respondents (42.2%), respondents who voted hesitant as many as 7 respondents (15.6%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the compensation variable in the leadership style indicator in the initiator of the leader has high loyalty, it can be seen that of the 45 respondents who voted strongly agree, 20 respondents (44.4%), 19 respondents (42.2%), 5 respondents (11.1%), 0 respondents (0%), and 1 respondent (2.2%).

Based on the variables of the calculation on leadership style in the indicator of leading to communicate high expectations to employees, it was seen that out of 45 respondents who voted strongly agree as many as 17 respondents (37.8%), respondents who voted to agree as many as 19 respondents (42.2%), respondents who voted hesitant as many as 7 respondents (15.6%), respondents who voted against as many as 1 respondent (2.2%), and respondents who voted strongly disagree as many as 1 respondent (2, 2%).

Based on the variables of work discipline on leadership style in the indicator of using symbols (positions) in leading their employees, it can be seen that of the 45 respondents who voted strongly agree as many as 14 respondents (31.11%), respondents who voted to agree as many as 19 respondents (42.2%), respondents who voted hesitant as many as 11 respondents (24.4%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2, 2%).

Based on the variables of work discipline on leadership style in the leader indicator encouraging subordinates to be more creative in completing work, it can be seen that of the 45 respondents who voted strongly agree, 15 respondents (33.3%), 20 respondents (44.4%), 8 respondents (17.8%), 1 respondent (2.2%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the variables of work discipline on leadership style in the leader indicator eliminates the reluctance of subordinates to issue innovative ideas in solving problems, it can be seen that of the 45 respondents who voted strongly agree, 16 respondents (35.6%), respondents who voted to agree as many as 16 respondents (35.6%), respondents who voted hesitant as many as 8 respondents (17.8%), respondents who voted against as many as 1 respondent (2.2%), and respondents who voted strongly disagree as many as 4 respondents (8.9%).

Based on the leadership style variable in the indicator of leaders trying to pay attention to employees, it can be seen that the courage of leaders in taking action can be seen that of the 45 respondents who voted strongly agree, 17 respondents (37.8%), 20 respondents (44.4%), 7 respondents (15.6%), 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the leadership style variable in the leader indicator of trying to reward outstanding students, it can be seen that out of 45 respondents who voted strongly agree, 20 respondents (44.4%), respondents who voted to agree as many as 18 respondents (40%), respondents who

voted hesitant as many as 6 respondents (13.3%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the motivation variable in the indicator of the company providing a salary in accordance with the burden of my workload, it can be seen that of the 45 respondents who voted strongly agree, 18 respondents (40%), 24 respondents (53.3%), 2 respondents (4.4%), 1 respondent (2.2%), and 1 respondent (2.2%).

Based on the motivation variables in the company's work environment indicators at this time, it can be seen that out of 45 respondents who voted strongly agree, 17 respondents (37.8%), 19 respondents (42.2%), 8 respondents (17.8%), 0 respondents (0%), and 1 respondent (2.2%).

Based on the motivation variable in the company's administration system indicators, it can be seen that out of 45 respondents who voted strongly agree, 18 respondents (40%), 18 respondents (40%), 8 respondents (17.8%), 0 respondents (0%), and 1 respondent (2.2%).

Based on the motivation variable in the relationship indicator between each harmonious employee, it can be seen that out of 45 respondents who voted strongly agree, 17 respondents (37.8%), 18 respondents (40%), 9 respondents (20%), 0 respondents (0%), and 1 respondent (2.2%).

Based on the motivation variables in the indicators of supervision carried out by the company on employees are good, it can be seen that of the 45 respondents who voted strongly agree as many as 12 respondents (26.7%), respondents who voted to agree as many as 20 respondents (44.4%), respondents who voted hesitant as many as 12 respondents (26.7%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the motivation variable in the indicator, I work optimally to obtain good work performance, it can be seen that out of 45 respondents who voted strongly agree, 16 respondents (35.6%), respondents who voted to agree as many as 19 respondents (42.2%), respondents who voted hesitant as many as 9 respondents (20%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the motivation variables on my work indicators in accordance with my expertise, it can be seen that of the 45 respondents who voted strongly agree as many as 14 respondents (31.1%), respondents who voted to agree as many as 23 respondents (51.1%), respondents who voted hesitant as many as 7 respondents (15.6%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the motivation variable in my work indicators, it can be seen that of the 45 respondents who voted strongly agree with 14 respondents (31.1%), respondents who voted to agree as many as 23 respondents (51.1%), respondents who voted hesitant as many as 7 respondents (15.6%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the motivation variable on the indicator I like my job because I feel responsible, it can be seen that of the 45 respondents who voted strongly agree with 17 respondents (37.8%), respondents who voted to agree as many as 18 respondents (40%), respondents who voted hesitant as many as 8 respondents (17.8%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 2 respondents (4.4%).

Berdasarkan variabel motivasi pada indikator saya terdorong untuk selalu mengembangkan potensi yang ada di diri saya dapat dilihat bahwa dari 45 responden yang memilih sangat setuju sebanyak 17 responden (37,8%), responden yang memilih setuju sebanyak 21 responden (46,7%), responden yang memilih ragu-ragu sebanyak 6 responden (13,3%), responden yang

memilih tidak setuju sebanyak 0 responden (0%), dan responden yang memilih sangat tidak setuju sebanyak 2 responden (4,4%).

Based on the performance variables on the employee indicators, the completion of work in accordance with the company's quality standards from 45 respondents who voted strongly agreed was 13 respondents (28.9%), respondents who voted to agree as many as 23 respondents (51.1%), respondents who voted hesitant as many as 8 respondents (17.8%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the performance variables in the indicator of the number of employee work completions in accordance with company standards, it can be seen that of the 45 respondents who voted strongly agree, 14 respondents (31.1%), 22 respondents (48.9%) who voted to agree, and 8 respondents who voted hesitant (17.8%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the performance variables on the employee completion indicator according to the target time, it can be seen that out of 45 respondents who voted strongly agree, 14 respondents (31.1%), respondents who voted to agree as many as 21 respondents (46.7%), respondents who chose to hesitate as many as 9 respondents (20%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the performance variables in the employee indicator of maximizing the use of human resource capabilities to achieve the highest results, it can be seen that of the 45 respondents who voted strongly agree, 15 respondents (33.3%), 21 respondents (46.7%), respondents who voted hesitant as many as 8 respondents (17.8%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the performance variables in the indicator of employees being able to work without supervision, it can be seen that out of 45 respondents who voted strongly agree, 16 respondents (35.6%), respondents who voted to agree as many as 20 respondents (44.4%), respondents who voted hesitant as many as 8 respondents (17.8%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

Based on the performance variables in the indicators, employees were able to work together among colleagues out of 45 respondents who voted strongly as many as 20 respondents (44.4%), respondents who voted to agree as many as 20 respondents (44.4%), respondents who chose to hesitate as many as 4 respondents (8.9%), respondents who voted against as many as 0 respondents (0%), and respondents who voted strongly disagree as many as 1 respondent (2.2%).

RESEARCH HYPOTHESIS TESTING

Validity Test Results


Car conducts Validity Tests, namely Convergent validity and validity discriminant. In this test, the researcher used 45 respondents to test its validity with the aim of reviewing the researcher's questionnaire to the respondents. GKT (Transformational Leadership Style = exogenous laren variable 1, K (Performance) = endogenous latent variable, M (Motivation) = Mediation variable (Model).

The results showed GK1, GK2, GK3, GK4, GK5, G76, GK8, M1, M2, M3, M4, M5, M6, M7, M8, M9, M10, K1, K2, K3, K4, K5, K6. It has a loading factor value of < 0.7 . This shows that all indicators are valid.

Results of Construct Reability Test

The results of the analysis of the construct reliability test were measured by two criteria, namely *composite reliability* and *Cronbach's alpha*:

Construct Reliability Test Results Table



KUESIONER PENELITIAN revisi.txt *Revisi Sidang.splsm PLS Algorithm (Run No. 4)

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted ...
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Gaya Kepemim...	0.902	0.905	0.923	0.631
Kinerja	0.902	0.908	0.924	0.671
Motivasi	0.944	0.946	0.952	0.666

Source: SmartPLS Program Data Output Version 3.2.9

The results showed that the *Cronbach's Alpha* and *Composite Reliability* values of each of the variables studied had values above 0.70. Therefore, it can be concluded that the values of Transformational Leadership Style, Employee Performance, and Motivation have good reliability.

Hasil Uji Hipotesis (*Path Coefficient*)

Table 2 Results of Hypothesis Test (*Path Coefficient*)

Path Coefficients

	Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Gaya Kepemim...	0.324	0.346	0.149	2.168	0.031
Gaya Kepemim...	0.912	0.899	0.061	14.985	0.000
Motivasi -> Kin...	0.632	0.608	0.152	4.164	0.000

Source: SmartPLS Program Data Output Version 3.2.9

The result of the *path coefficient* above, has a P-Value ≤ 0.05 , which is 0.000. It shows that the influence of Transformational Leadership Style on Employee Performance has a coefficient of 0.324; t-statistics of 2.168 and significant of $0.031 < 0.05$. In the *path coefficient* table, the results show that the influence of Transformational Leadership Style on motivation has a coefficient of 0.912; t-statistics of 14.985, and significance of $0.000 < 0.05$. In the *above coefficient path*, the influence of motivation on employee performance has a coefficient of 0.632; t-statistics of 4.164, and significance of $0.000 < 0.05$.

F-Square Test Results

The results of the F-Square Test can be seen in the table

Table 3 F-Square Test Results

KUESIONER PENELITIAN revisi.txt *Revisi Sidang.splsm PLS Algorithm			
f Square			
Matrix	f Square		
Gaya Kepemim...	Gaya Kepemi...	Kinerja	Motivasi
Gaya Kepemim...		0.145	4.923
Kinerja			
Motivasi		0.552	

Source: SmartPLS Program Data Output Version 3.2.9

The results of the F-Square above, it can be seen that there is an influence of Motivation (M) on Employee Performance (K) of 0.552, because the value of the *f-square* of Transformational Leadership Style (GKT) on Employee Performance (K) is 0.145, because the value of the *f-square* of Transformational Leadership Style (GKT) on Employee Performance (K) is less than 0.35, then it can be said that Transformational Leadership Style (GKT) has a small influence on Performance Employee (K). The influence of Transformational Leadership Style (GKT) on Motivation (M) is 4.923, because the *f-square* value of Transformational Leadership Style (GKT) on Motivation (M) is more than 0.35, it can be said that Transformational Leadership Style (GKT) has a strong influence on Motivation (M). While the influence on motivation (M) on Employee Performance (K) is 0.522 and the *f-square* value is more than 0.35, it can be said that Motivation (M) has a mediating influence on Transformational Leadership Style (GKT) on Employee Performance (K).

R-Square Test Results

The results of the R-Square value test can be seen in the table

Tabel 4 R-Square Test Results

KUESIONER PENELITIAN revisi.txt *Revisi Sidang.splsm PLS Algorithm			
R Square			
Matrix	R Square	R Square Adjusted	
	R Square	R Square Adjus...	
Kinerja	0.878	0.872	
Motivasi	0.831	0.827	

Source: SmartPLS Program Data Output Version 3.2.9

The results showed that adjusted *R-Square* Motivation (82.7%) and Employee Performance (87.2%) were classified as high because they were above 67%. This shows that all variables of Transformational Leadership Style (GKT) simultaneously have an influence, namely 82.7% on the motivation variable, 87.2% on the Employee Performance variable, while the rest are influenced by other variables that were not tested in the study.

Fit Model Test Results (NFI)

According to Ghazali (2021:79) NFI is defined as 1 minus the Chi2 value of the proposed node divided by the Chi2 values of the zero model. As a result, the NFI produces values of 0 and 1. The closer the NFI to 1, the better the match, an NFI value above 0.9 usually represents an acceptable match. The following are the results of the fit model in this study.

Table 5 Fit Model Test Results (NFI)

Model_Fit		
Fit Summary	rms Theta	
	Saturated Model	Estimated Mo...
SRMR	0.070	0.070
d_ULS	1.366	1.366
d_G	2.181	2.181
Chi-Square	382.121	382.121
NFI	0.670	0.670

Source: SmartPLS Program Data Output Version 3.2.9

The result of the *fit model* test or NFI is 0.670 less than 0.9, so it can be said that the model does not conform to the comparative basis and does not conform to the limit of the fit model line suitability.

CONCLUSION

This study aims to prove several conclusions. The influence of the variable of transformational leadership style of service statistically with the result of *path coefficients* of 0.324 or 32.4% and has a *p-value* of 0.05 or 0.031 more than 0.05. This shows that the Transformational Leadership Style has a positive and significant effect on employee performance by 32.4%, so H1 is accepted. The influence of the Transformational Leadership Style variable statistically showed a *path coefficients* of 0.912 or 91.2% and had a *p-value* of $0.05 < 0.000$. This shows that the Transformational Leadership Style has a positive and significant effect on Motivation by 91.2%, so H2 is accepted. The influence of the Motivation variable was statistically with a coefficient path value of 0.632 or 63.2% and had a *p-value* < 0.05 , which was 0.000. This shows that Motivation has a positive and significant effect on Employee Performance by 63.2%, so that H3 is accepted. The Motivation Variable shows that Motivation is a partial mediation of the influence of Transformational Leadership Style on Performance with a significant amount of $0.000 < 0.05$, then H4 can be accepted. For the *R-Square* result of 0.872 or 87.2%. This shows that the Transformational Leadership Style simultaneously has an influence on the motivation variables together has a moderate influence on employee performance at PT. JNE OTB Legok Warehouse, Tangerang Regency.

DAFTAR PUSTAKA

- Adhari, Iendy Zelviean. 2021. *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja*. Pasuruan: CV Penerbit Qiara Media.
- Bintoro dan Daryanto. 2017. *Manajemen Penilaian Kinerja Karyawan*. Yogyakarta: gava Media
- Hasibuan, Malayu S.P. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- Hasibuan, Malayu S.P. 2019. *Organisasi & Motivasi: Dasar Peningkatan Produktivitas*. Jakarta: PT Bumi Aksara
- Lian, H. Bukman. 2017. *Kepemimpinan Dan Kualitas Kinerja Pegawai*. Palembang: CV Amanah
- Narimawati, Umi, dkk. 2020. *Ragam Analisis dalam Metode Penelitian untuk Penulisan Thesis, Skripsi, & Disertasi*. Yogyakarta: CV Andi Offset
- Nawawi, Hadari. 2006. *Evaluasi dan Manajemen Kinerja DiLingkungan Perusahaan dan Industri*. Yogyakarta: Penerbit Gadjah Mada University Press.
- Noor, Juliansyah. 2015. *Analisis Data Penelitian Ekonomi & Manajemen*. Jakarta: PT Grasindo
- Sugiono. 2022. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta CV
- Sujarweni, V. Wiratna. 2018. *Metodologi Penelitian Bisnis dan Ekonomi Pendekatan Kuantitatif*. Yogyakarta: PustakaBarupress
- Sutrisno, Edy. 2018. *Budaya Organisasi*. Jakarta: Kencana
- Usman, Husaini. 2021. *Administrasi Manajemen dan Kepeminpinan Pendidikan: Teori dan Praktik*. Jakarta: PT Bumi Aksara