



**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, WORK  
MOTIVATION AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE IN  
PT. MITRA KRIDA MANDIRI BANDUNG**

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**ABSTRACT**

The success and continuity of an organization's activities are greatly influenced by the workforce it has. Labor is one factor that plays an important role in every company. This research aims to determine the influence of transformational leadership, motivation, and self-efficacy on employee performance. This research was conducted at PT Mitra Krida Mandiri in Badung Regency. The population and sample in this research are employees of PT Mitra Krida Mandiri in Badung Regency which totaled 66 people as research respondents. The method for determining the sample in this research is method saturated sampling. Data collection was carried out through observation, interviews, questionnaire methods, and documentation. The data analysis technique used in this research is multiple linear regression analysis using the SPSS version 25 program. Based on the results of the analysis, this research shows that transformational leadership has a positive and significant effect on employee performance, which means that the more transformational leadership increases, the more performance at PT Mitra Krida Mandiri in Badung Regency increases. Work motivation has a positive and significant effect on employee performance, which means that the better the motivation, the performance at PT Mitra Krida Mandiri in Badung Regency increases. Self-efficacy has a positive and significant effect on employee performance, which means that the better the self-efficacy, the performance at PT Mitra Krida Mandiri in Badung Regency increases.

**Keywords:** Transformational Leadership, Work Motivation, Self-Efficacy, Employee Performance

**A. INTRODUCTION**

The success and continuity of an organization's activities are greatly influenced by the workforce it has. Labor is one factor that plays an important role in every company. Where in carrying out its activities all parts of the company always need workers. Companies are required to compete, not only in terms of productivity to stimulate employee morale but also in their ability to produce high-quality products and services. The competitiveness of a company will be largely determined by the competency of its human resources (Dewi, 2022). The optimal performance of a work program reflects the success of a person and their organization. With a high level of employee performance effectiveness, the organization's goals and objectives will be achieved (Dewi, 2022).

Transformational leadership is an important factor in improving employee performance and organizational performance (Yanti & Mursidi, 2021). Transformational leadership is charismatic transformational leadership and has a central role and strategy in bringing the organization to achieve its goals. Jufrizen & Lubis (2020), Raflianto & Laily (2020), Widnyani, et al. (2021), and Yanti & Mursidi (2021) found that transformational leadership had a positive and significant effect on employee performance. This means that the better the transformational leadership, the better the employee performance. In contrast, research conducted by Nurhuda, et al. (2020) found that transformational leadership did not affect employee performance. This means that transformational leadership is not a factor that can influence employee performance.

Another factor that can influence performance is work motivation (Harahap & Siregar, 2022). According to Handoko (2019), work motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities to achieve goals. Work motivation is formed from an employee's attitude in facing work situations. Work motivation is

a condition that moves employees to achieve organizational goals. Dewi (2022), Feblin, et al. (2022), Haqiqi, et al. (2022), and Ningsih, et al. (2022) shows that motivation has a positive and significant effect on employee performance. This means that the better the motivation, the better the employee's performance. This is different from research conducted by Harahap and Siregar (2022) and Mona and Kurniawan (2022) which shows that work motivation has no significant effect on employee performance. This means that motivation is not a factor that can influence employee performance.

The third factor that can influence employee performance is self-efficacy (Fauziyyah & Rohyani, 2022). According to Bandura (2019), self-efficacy is a person's belief or belief that he can master a situation and produce positive outcomes. Baron & Byrne (2019) suggest that self-efficacy is an individual's assessment of their ability or competence to carry out a task, achieve a goal, and produce something. Budiyanto (2021), Arista, et al. (2022), and Susyana (2022) show that self-efficacy has a positive effect on employee performance. This means that the better the self-efficacy, the better the employee's performance. In contrast, research conducted by Fauziyyah & Rohyani (2022) shows that self-efficacy does not have a significant effect on employee performance. This means that self-efficacy is not a factor that can influence employee performance.

Based on the results of interviews conducted by researchers with the leadership at PT Mitra Krida Mandiri in Badung Regency, it is known that the fundamental problem experienced by the company is less than optimal employee performance in increasing work productivity. The high demand and fairly wide area coverage means that employee performance is not optimal and results in the company not achieving targets set by the company. As well as a lack of employees and the company's targets not being met. Regarding employee performance, this must be immediately addressed so that employees at PT Mitra Krida Mandiri in Badung Regency in the following year can provide good performance by achieving targets that are met, so that they can achieve the company's goals optimally.

Based on previous research and the phenomena that occur, researchers are interested in conducting research with the title "The Influence of Transformational Leadership, Work Motivation, and Self-Efficacy on Employee Performance at PT Mitra Krida Mandiri in Badung Regency".

## **B. LITERATURE REVIEW**

### **Goal Setting Theory (Goal Setting Theory)**

Goal-setting theory is a form of motivation theory. Goal-setting theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that if someone can understand the goals expected by the organization, then this understanding will influence their work behavior. Goal-setting theory suggests that an individual is committed to a goal (Robbins, 2019).

### **Employee performance**

According to Bangun (2019), performance is the work results achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also called job standards. Based on previous research, it can be concluded that employee performance is a work process achieved by employees in carrying out their work and responsibilities in a planned manner within a certain time.

### **Transformational leadership**

According to Yukl (2019), transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what was initially expected of them. Based on previous research, it can be concluded that transformational leadership is leadership that has the power to control situations to influence subordinates in certain ways so that subordinates will feel trusted,

appreciated, loyal, and respect their leaders and in the end, subordinates will be motivated to do more than expected.

### Work Motivation

Martoyo (2019) defines work motivation as giving motives, generating motives, or things that give rise to encouragement. Meanwhile, motive is the driving force or driving force that encourages humans to act. It can also be said that motivation is a factor that encourages people to act in a certain way. Based on previous research, it can be concluded that work motivation is payment by the company to employees in financial form, either directly or indirectly, as compensation for their contribution to the company or organization.

### Self-efficacy

According to Chamariyah (2019), self-efficacy is an important motivating concept. Self-efficacy influences a person's choices, goals, emotional reactions, effort, overcoming problems, and persistence (Puspitawati, et al., 2023). The main sources of self-efficacy are abilities and past performance. Based on the various opinions above, it can be concluded that self-efficacy refers to an individual's belief in their ability to be successful in doing something. Self-efficacy is a person's belief in his ability to master a situation and produce something profitable. The research model in this study can be seen in Figure 1.

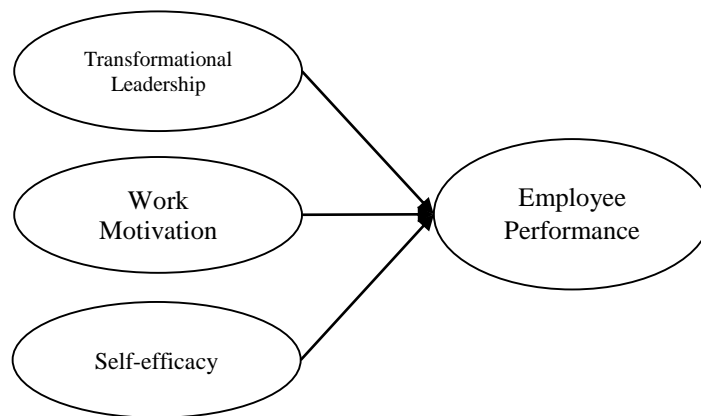


Figure 1. Research Method

### Hypothesis:

- H<sub>1</sub>: Transformational leadership has a positive effect on employee performance at PT Mitra Krida Mandiri in Badung Regency.
- H<sub>2</sub>: Work motivation has a positive effect on employee performance at PT Mitra Krida Mandiri in Badung Regency.
- H<sub>3</sub>: Self-efficacy has a positive effect on employee performance at PT Mitra Krida Mandiri in Badung Regency.

## C. RESEARCH METHOD

This research was conducted at PT Mitra Krida Mandiri in Badung Regency which is located at Jalan Raya Darmasaba No. 169 Abiansemal, Badung Regency. The reason for choosing PT Mitra Krida Mandiri in Badung Regency as the research location is because it relates to phenomena that occur in employee performance influenced by transformational leadership, work motivation, and self-efficacy. In this study, the objects of research are transformational leadership, work motivation, self-efficacy, and employee performance. The population and sample in this research were 66 employees at PT Mitra Krida Mandiri in Badung Regency.

The sampling technique used was the saturated sampling method or census method because the sample in this study was less than 100. Data collection methods were carried out through observation, interviews, questionnaire methods, and documentation. The data analysis technique used in this research is multiple linear regression analysis with the help of the SPSS version 25 program. This analysis is used to determine how much influence the variables, namely transformational leadership, motivation, and self-efficacy, have on employee performance at PT Mitra Krida Mandiri in Badung Regency.

## D. RESULT AND DISCUSSION RESULT

### Instrument Test

Based on the results of the validity test, it was concluded that all question items from the transformational leadership, motivation, self-efficacy, and employee performance variables used in this research were valid. This can be seen from each question item having a Corrected Item-Total Correlation value  $> 0.30$ .

Based on the results of the reliability test, it can be seen that all variables, namely transformational leadership, work motivation, self-efficacy, and employee performance, have a Cronbach Alpha coefficient value above 0.6, thus all these instruments are reliable, so they are worthy of being used as research instruments.

### Inferential Analysis Results

#### 1) Multiple Linear Regression Analysis

Results of multiple linear regression analysis to determine the influence of transformational leadership, work motivation, and self-efficacy on employee performance at PT Mitra Krida Mandiri in Badung Regency are partially presented in Table 1 below:

**Table 1. Results of Multiple Linear Regression Analysis**

Variable	Regression Coefficients	t	Sig
(Constant)	-4,466	-2,352	0,022
Transformational leadership	0,598	6,085	0,000
Work motivation	0,532	3,400	0,001
Self Efficacy	0,468	5,121	0,000

Source: Data processed (2023)

From the results of Table 1, the multiple regression equation becomes:

$$Y = -4,466 + 0,598X_1 + 0,532X_2 + 0,468X_3$$

From the equation above, it can be interpreted as follows:

$b_1 = 0.598$ , meaning that if transformational leadership ( $X_1$ ) increases, employee performance (Y) will increase.

$b_2 = 0.532$ , meaning when work motivation ( $X_2$ ) increases, employee performance (Y) will increase.

$b_3 = 0.468$ , meaning when self-efficacy ( $X_3$ ) increases, employee performance (Y) will increase.

#### 2) Classic assumption test

Based on the results of the normality test using the Kolmogorov-Smirnov test, it shows a significance level of  $0.200 > 0.05$ , so it can be said that the regression model meets the normality assumption. Then the results of the multicollinearity test show that the tolerance value of the independent variables, namely transformational leadership, work motivation, and self-efficacy  $> 0.10$  and the VIF value  $\leq 10$ , so it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

Based on the results of the heteroscedasticity test, it shows that all independent variables, namely transformational leadership, work motivation, and self-efficacy have significance values, namely: 0.792; 0.496 and 0.311 indicate that the significance value is  $> 0.05$ , so it can be concluded that the independent variable used in this research does not have a significant effect on the dependent variable, namely absolute error, therefore, this research is free from symptoms of heteroscedasticity.

### 3) Results of Multiple Correlation Analysis

**Table 2. Results of Multiple Correlation Analysis**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,897 <sup>a</sup>	,804	,795	84,935

a. Predictors: (Constant), Transformational Leadership, Motivation and Self Efficacy  
b. Dependent Variable: Employee Performance

Source: Data processed (2023)

Based on Table 2, it is known that the correlation value (R) is 0.897 which is in the range of 0.80-1.000, meaning that there is a very strong relationship between transformational leadership, work motivation, and self-efficacy on employee performance at PT Mitra Krida Mandiri in Badung Regency.

### 4) Determination Analysis (R<sup>2</sup>)

**Table 3. Results of Determination Analysis (Adjusted R<sup>2</sup>)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,897 <sup>a</sup>	,804	,795	84,935

a. Predictors: (Constant), Transformational Leadership, Motivation and Self Efficacy  
b. Dependent Variable: Employee Performance

Source: Data processed (2022)

Based on Table 3 above, the determination value obtained (Adjusted R<sup>2</sup>) of 0.795 or 79.5%, meaning that transformational leadership, work motivation, and self-efficacy are 79.5% influencing employee performance while 20.5% are influenced by other factors not examined in this research.

### 5) Uji F

**Table 4. F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	618,089	3	206,030	84,935	,000 <sup>b</sup>
	Residual	150,396	62	2,426		
	Total	768,485	65			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transformational Leadership, Motivation and Self Efficacy

Source: Data processed (2022)

Based on Table 4, it is known that the F test significance value of 0.000 is smaller than 0.05, meaning that there is a simultaneous influence of the variables transformational leadership, work motivation, and self-efficacy on employee performance at PT Mitra Krida Mandiri in Badung Regency.

## 6) Uji t (t-test)

Table 5. F Test Results

Variable	Regression Coefficients	t	Say
(Constant)	-4,466	-2,352	0,022
Transformational leadership	0,598	6,085	0,000
Motivation	0,532	3,400	0,001
Self-efficacy	0,468	5,121	0,000

Source: Data processed (2022)

The t-test can be seen in Table 5, the effect of transformational leadership on employee performance was obtained by t value amounting to 6.085 with a significance of  $0.000 < 0.05$ , it can be concluded that transformational leadership has a positive and significant effect on employee performance at PT Mitra Krida Mandiri in Badung Regency, so the first hypothesis (H1) accepted. The influence of work motivation on employee performance, obtained by t value amounting to 3,400 with a significance of  $0.001 < 0.05$ , it can be concluded that motivation has a positive and significant effect on employee performance at PT Mitra Krida Mandiri in Badung Regency, so the second hypothesis (H2) accepted. The influence of self-efficacy on employee performance, obtained by the t value amounting to 5.121 with a significance of  $0.000 < 0.05$ , it can be concluded that self-efficacy has a positive and significant effect on employee performance at PT Mitra Krida Mandiri in Badung Regency, so the third hypothesis (H3) is accepted.

### The Influence of Transformational Leadership on Employee Performance

The results of the hypothesis test show that transformational leadership has a positive and significant effect on employee performance. This shows that as transformational leadership increases, employee performance at PT Mitra Krida Mandiri in Badung Regency increases. The results of this research are by the theory according to Rafia & Achmad (2020) which states that transformational leadership is a leader who inspires his followers to put aside their interests for the good of the organization and they can have an extraordinary influence on their followers. Transformational leadership can influence employee performance because leaders are charismatic and have a central role and strategy in bringing the organization to achieve its goals. The results of this research are the research of Nusani, et al. (2021), Jufrizen & Lubis (2020), Raflianto & Laily (2020), Yanti & Mursidi (2021) found that transformational leadership has a positive and significant effect on employee performance. This means that the better the transformational leadership that exists, the more employee performance will increase.

### The Effect of Work Motivation on Employee Performance

Hypothesis test results show that work motivation has a positive and significant effect on employee performance. So the more work motivation increases, the more employee performance at PT Mitra Krida Mandiri in Badung Regency will increase. Work motivation is a driving force that causes an organization member to be willing and willing to mobilize his or her abilities (in the form of expertise or skills), energy, and time to carry out various activities that are his or her responsibility and fulfill his or her obligations, to achieve the organization's goals and various targets that have been determined previously. The results of this research are research by Astono & Turmudhi (2021) Dewi (2022), Feblin, et al. (2022), Haqiqi, et al. (2022), and Ningsih, et al. (2022) show that work motivation has a positive and significant effect on employee performance. This shows that the more employee work motivation increases, the more employee performance will increase.

### **The Influence of Self-Efficacy on Employee Performance**

The results of the hypothesis test show that self-efficacy has a positive and significant effect on employee performance at PT Mitra Krida Mandiri in Badung Regency. So, the more self-efficacy increases, the more employee performance at PT Mitra Krida Mandiri in Badung Regency will increase. The results of this research are by the theory according to Bandura (2019) which states that self-efficacy is an individual's judgment of their ability to organize and carry out a series of actions necessary to achieve a specified level of performance. Self-efficacy is a person's confidence in their ability to do all their tasks, achieve goals, and plan actions to achieve certain targets. The results of this research are by research by Budiyanto (2021), Arista, et al. (2022), and Susyana (2022) show that self-efficacy has a positive effect on employee performance. This shows that the more employee self-efficacy increases, the more performance will increase.

## **E. CONCLUSION AND SUGGESTIONS**

### **Conclusion**

Transformational leadership influences employee performance where leaders must pay attention to employee freedom in creating innovation and creativity, as well as paying special attention to achievements and opportunities for self-development for employees so that employee performance at PT Mitra Krida Mandiri in Badung Regency will also increase. Employees will always be motivated to be active and achieve to improve their performance. Apart from that, the existence of training opportunities in the field of marketing will be very beneficial for employees to be able to achieve the targets set by the Company

### **Suggestion**

This research implies that the role of leaders is very important in improving employee performance in terms of always providing work enthusiasm and motivating employees to realize that their work is very important to improve employee performance. The limitation of this research is that it was only carried out in one company and allows for further research using different variables to determine their effect on employee performance.

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