

The Influence of Transformational Leadership, Organizational Culture and Remuneration on Employee Performance Through Work Motivation as Variable Intervening in the Tegal District Transportation Service

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Abstract. The main objective of this study was to examine the relationship between transformative leadership and employee performance. Additionally, the study aimed to investigate the effects of company culture and compensation on employee performance and motivation. The study utilized a saturated sample design with 126 personnel from Tegal District Transportation Service as the population. The findings of the study revealed that transformative leadership, organizational culture, and compensation all have significant impacts on employee performance and motivation. Specifically, transformational leadership positively affects employee performance and motivation, while organizational culture and compensation also play a significant role in influencing employee performance and motivation. The study also found that work motivation acts as an intervening variable, mediating the relationship between transformative leadership, organizational culture, compensation, and employee performance. In conclusion, the study highlights the importance of transformative leadership, organizational culture, compensation, and work motivation in influencing employee performance in an organizational setting.

Keywords: Transformational Leadership, Organizational Culture, Remuneration on Employee Performance, Motivation

1. Introduction

The performance of government officials in fulfilling their duties and obligations as state apparatus is one of the important factors that determine the realization of good governance. Improving public services is closely related to the internal culture of the organization, and the professional ethics of government agencies still need to be improved to achieve optimal performance. Government agencies need to create high employee performance because high employee performance is expected to reflect agencies in managing and allocating employees in achieving their goals.

Components that affect employee performance consist of internal factors and external factors [1]. These internal factors are embedded within the employees themselves, for example, motivation, meanwhile, external factors come from outside influences such as

leadership, organizational culture, and remuneration. Leaders who are able to inspire and motivate employees to be able to achieve goals that are more precise than planned are called transformational leadership [2].

Transformational leader is considered a leader who is able to inspire subordinates to avoid self-interest and has the ability to influence subordinates. Transformational leadership provides direction for positive self-control among its employees, where employees are expected to increase creativity when working so that transformational leadership is able to have a positive impact on employees, namely feeling admiration, loyalty, respect for leaders, and employees become motivated in carrying out a job by better.

Organizational studies provide an understanding of organizations as cultural subjects and objects. If the study of organizational behavior is based on the assumption that organizations behave themselves, in contrast to the behavior of the people who make them up, then in line with that, organizations also have their own culture (organizational culture), different from the culture of the people who have an interest in them. Organizational culture is formed from the characteristics of the organization as its object and subject [3]

Employee performance cannot be separated from motivation, namely a person's personal condition that encourages individuals to carry out certain activities in order to achieve a goal. Employee motivation can be done by adjusting between individual goals and organizational goals. Bosses must maximize motivation if they want to obtain optimal performance from their employees. Maximizing employee motivation in achieving organizational goals is the main goal of performance appraisal, that's why in order for employee performance to increase, these employees need to be motivated.

Motivation or encouragement to work is very important in determining the level of agency work. Motivation will also encourage someone to work better in order to achieve the expected performance so that they get what they need. Therefore, motivation is very important for leaders and employees to improve morale and employee performance.

If remuneration is disproportionate, employee performance cannot be achieved properly. This development approach through remuneration is considered effective in improving employee performance in achieving organizational goals. Develop an employee remuneration system based on the workload and responsibilities of each employee and employee performance to minimize abuse and corruption, collusion, and nepotism [4].

Employee performance is an important thing that must be considered by every agency anywhere, including the Tegal Regency Transportation Service (DISHUB), because employee performance affects the success of these agencies in achieving their goals. The Tegal Regency Transportation Service was formed based on the Tegal Regency Regional Regulation Number 12 of 2016 concerning the Formation and Composition of Tegal Regency Regional Devices. The Tegal Regency Transportation Service has the Main duty of assisting the Regent in the implementation of Regional government affairs in the field of Transportation. The Tegal District Transportation Office currently has the lowest performance realization compared to other OPDs. The Tegal Regency Transportation Agency has a very low percentage, which is below 70%. This was discovered during the 2021 Activity Operational Control Coordination Meeting (POK) which presented the achievements of OPD performance outcomes and outputs.

One of the reasons for the poor performance of agencies is the low performance of employees. There are still several employees of the Tegal Regency Transportation Service who have poor performance because they are not optimal in completing tasks within the allotted time, this can be seen in table 1.1 below.

Table 1.1 Tegal District Transportation Office Employee Performance

Description	2019		2020		2021	
	Good	Currently	Good	Currently	Good	Currently
Employee performance	75	35	65	45	60	40
n= 126						

Source: Tegal Regency Transportation Service (2022)

It can be seen from the table that every year, there is a decrease in the performance of good employees. This happened due to a lack of coordination between divisions in the Tegal District Transportation Agency, resulting in decreased work productivity. With the implementation of coordination at the Tegal Regency Transportation Agency for several employees, it is hoped that it can improve good employee performance, but in fact, it has not been able to maximize employee work.

This research will be conducted with employees at the Tegal Regency DISHUB as research subjects, where the problems encountered are that there are still employees who do not comply with the provisions of working hours and agency policies such as arriving late, there are several employees who do not understand what to do at the office, not a few employees who leave the workspace during working hours. Problems related to organizational culture are the low element of cooperation. Also, experience problems because there is no cohesiveness between employees in doing work together so work results are not optimal and there are some employees who are not suitable for working with colleagues.

Based on the description of the background above, the researcher is interested in exploring more about the factors that influence performance from the perspective of transformational leadership, organizational culture, and remuneration and motivation so he intends to conduct research with the title "The Influence of Transformational Leadership, Organizational Culture and Remuneration on Employee Performance Through Motivation Working as a Variable Intervening at the Tegal Regency Transportation Service.

2. Method

The survey research design incorporates this study. To study a person's or a group's behavior, quantitative research uses survey research. A questionnaire is typically used as a data collection instrument in survey research. The choice of research locations is meant to explain or simplify the areas that will be the focus of the study. The Tegal Regency Transportation Service will be the site of this study. The 126 employees of Tegal Regency Transportation Service who all have ASN status were the study's subjects. In this study, internal and external sources were used as data sources.

This kind of research falls under the category of causality research, which aims to identify explanations in the form of cause-and-effect connections between various management concepts, variables, or tactics.

The population in this study consisted of 30 employees from TKSK Tegal Barat, making up the total number of participants. 30 TKSK Tegal Barat employees were chosen as samples in this investigation. A saturated sample design is the sampling method employed. Questionnaires and documentation are the methods used to gather research data. Research instrument testing, descriptive statistics, and inferential statistics are the data analysis techniques used. Research instrument testing, descriptive statistics, and inferential statistics are the data analysis techniques used.

3. Discussion

3.1. Leadership has a transformational effect on employee performance.

Through the process of transformational leadership, followers and leaders can both become more moral and motivated. By promoting loftier ideas and moral principles like freedom, fairness, and humanity, transformational leaders seek to increase followers' knowledge of these issues. A leader must possess transformative values if he or she is to manage an organization to its full potential. To get the desired effects, use these ideals to inspire and increase awareness.

3.2. Organizational culture influences employee performance.

Improvements to performance must be made because the work performance achieved is not as expected. By improving performance, it is hoped that future organizational goals can be achieved better [5]. Organizational culture with the implementation of a good management system is the right way to achieve organizational goals that have been planned because if the organizational culture is strong, employee performance will be good.

3.3. Remuneration influences employee performance.

Giving remuneration is very important, because the size of remuneration is a measure of employee performance, so if the remuneration system provided by the company is fair enough for employees, it will encourage employees to do their jobs better and be more responsible for each task given by the company. The purpose of remuneration is to fulfill economic needs; increase productivity; promote the company; and create balance and fairness, so compensation is an important factor for employees to be able to work with higher quality.

3.4. Transformational leadership influences work motivation

A leader who practices transformational leadership tends to inspire followers to perform better and places a strong emphasis on behavior in order to change both people and organizations.[6]. Thus, transformational leadership will be able to create cooperation and harmonious relations between leaders and subordinates that will affect the increase in employee motivation

3.5. Organizational culture influences work motivation.

In particular, the state of the organization's collaboration, its leaders, and its traits, as well as the relevant administrative process, will form its culture. The habits that develop in the organizational hierarchy represent the behavioral norms adhered to by members of the organization, which is why organizational culture is vital. A strong organization with a culture that can accommodate the company's aims is one that has a productive culture.

3.6. Remuneration affects work motivation.

The compensation system also has the potential to be one of the most important means of shaping behavior and influencing work motivation. Motivation is a stimulus, encouragement, or energy generator owned by a person or group of people who want to do

and cooperate optimally in carrying out something that has been planned to achieve the goals that have been set.

3.7. Work motivation affects employee performance

Motivation is an important factor that supports work performance/performance where motivation is a condition that moves a person to achieve goals or achieve the desired results. Employees who have high achievement motivation tend to have high performance, on the contrary, those who have low performance

3.8. Transformational leadership influences employee performance through work motivation as an intervening variable.

Every human activity has a motivation or purpose, whether deliberate or unintentional, that aims to satisfy the demands at hand. Every task performed by an employee or at work has a purpose, such as the expectation of payment or salary, personal fulfillment from the work he does, advancement in status, and recognition from peers, superiors, and others. Employees, who are social beings, seek employment not just to earn money but also to be accepted and valued by their coworkers. They will also be happier if they can accept and assist other employees.

3.9. Organizational culture influences employee performance through work motivation as an intervening variable.

The behavior will arise or arise due to influences or stimuli from the existing environment (both internal and external) as well as individuals behaving due to encouragement by a series of needs. Every human or person always considers his behavior towards everything that is desired in order to be achieved without causing conflict both individually and in groups, so that performance can be achieved as desired.

3.10. Remuneration affects employee performance through work motivation as an intervening variable

With the increase in motivation given by the company, such as giving awards and promotions, employees are highly motivated to work because there are awards given by the company to the employees themselves, thus spurring strong motivation or enthusiasm from employees. With high motivation, employees will work harder and their performance will increase

4. Conclusion

Employee performance is impacted by transformative leadership. Employee performance is impacted by organizational culture. Pay has an impact on how well employees perform. Transformational leadership has an impact on employee motivation. Organizational culture has an impact on employee motivation. The motivation to work has a relationship with compensation. Employee performance is influenced by work motivation. Through work motivation as an intervening variable, transformational leadership affects employee performance. Through work motivation as an intervening factor, organizational culture has an impact on employee performance. Through work motivation as an intervening variable, compensation has an impact on employee performance.

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