

## THE INVESTIGATION OF THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND SELF-EFFICACY ON JOB PERFORMANCE EMPLOYEES: EMPIRICAL STUDY



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**Abstract:** Companies most likely give a great deal of attention to workers' performance, as they should be doing. Employees need to be taken into consideration since they are highly crucial to building productivity and profitability, which, in turn, may have repercussions for the success of a business. However, these results will only occur with excellent performance from employees. This research was conducted to know whether self-efficacy and transformational leadership partially or simultaneously affect job performance. Participants in this study were randomly selected from PT. Panca Mitra Multiprima. In this research project, a random sampling approach was used to collect data, and 128 samples were obtained. Meanwhile, we used a questionnaire that had previously been tested for validity and reliability for data collection purposes. In this study, multiple linear regression analysis was the method of choice for data mining. According to research findings, transformational leadership and self-efficacy have an excellent effect on work performance, but only transformational leadership is significant. Self-efficacy, on the other hand, is not significant. In addition, the two different aspects of work performance simultaneously have a good and substantial influence.

**Keywords:** transformational leadership, self-efficacy, job performance, multiple linear regression analysis.

### INTRODUCTION

The growth of economic, educational, and socio-cultural technologies has contributed to the intensification of business competitiveness in the current period, which is supported by the fact that corporate competition is getting tougher. As a result, the need to implement the right plan so that the organization can continue to exist and compete with its competitors has been affected. For businesses to succeed in their competition, there is one thing that they absolutely must remember, namely the fact that the most essential take holder in the company or the company itself is the worker. According to Gabanová (2011), workers are considered a significant asset of an organization. This goes against the common belief that employees are the main driving force behind the success of an organization or company. In reality, a manager may carry out the responsibilities of his position and improve his performance. One of the improvements in management performance is supported by enhanced employee performance. On the other hand, employees play a relatively significant role in all work aspects, including at the top and bottom levels of the organizational hierarchy. Managers must pay attention to this particular aspect, which is related to the performance of employees in their company.

The performance itself is the result of work contributed by individuals or employees concerning their duties and responsibilities to the organization. It is based on spiritual, emotional, intelligence, and skills to turn obstacles into opportunities and physical skills directed at utilizing available resources. Performance can be measured in many ways, according to Gorda (2006), supplied by the employer or organization. It is imperative for personnel and the company to maintain this level of performance to make progress toward achieving the organization's overarching goals.

In recent years, many scholars have conducted studies related to strategies to improve performance both individually and collectively, some of which are through transformational leadership (Buil et al., 2019; Braun et al., 2012; Givens, 2008; Piccolo & Colquitt, 2006). Leadership is understood as the process of exerting influence over others to advance the goals of an organization (Robbins, 2009). In most cases, this is demonstrated by leaders who can bring about positive, energetic, enthusiastic, and passionate change. On the other hand, leaders play a crucial role in improving their employees' performance. According to research conducted by Balthazard et al. (2009) and Lievens et al. (2005), leader efficacy as a result of transformational leadership significantly influences team decision-making, which can ultimately lead to improved employee performance.

On the other hand, Eliyana et al. (2019) found that the impact obtained if the organization can carry out transformational leadership can directly impact organizational commitment and job satisfaction, as well as the influence on employee performance. This is the conclusion reached by the study authors. Not only that, according to Performance Management Counseling (2011), transformational leadership also focuses on how to help each group member (team) in achieving success in his own business. Based on this, it can be concluded that transformational leadership is a component that contributes to the success of people, teams, and organizations as a whole.

Moreover, a leader is not enough to impact employee performance; employees should also feel encouraged and confident in their ability to complete their responsibilities; This is commonly referred to as self-efficacy. Various studies have found that self-efficacy is essential in improving employee performance (Rabiul et al., 2022). In recent years, self-efficacy has been referred to as social cognitive theory or social learning theory, which argues that self-efficacy is a person's belief that he or she can perform specific tasks successfully (Du et al., 2022). This follows the COR theory's development by Chan et al. (2017), which states that self-efficacy is a vital personal resource that stimulates employee participation in performance improvement activities. Some of these factors have shown that every employee should have the significance of self-efficacy concerning his confidence in completing his tasks. On the other hand, organizations help them improve their performance through transformational leadership.

Numerous studies have conducted an in-depth examination of these elements; Nevertheless, this research still needs to be done. Consider that the findings of this study will contribute to future studies on topics related to human resource management. In addition, the findings of this research will also be a special consideration for practitioners who are movers and shakers in the business world. In this context, the findings of this study can also be a policy consideration for practitioners to make decisions about their business.

## LITERATURE REVIEW

Job performance is the result of work contributed by employees related to their duties and responsibilities to the organization (Baatwah et al., 2023; Gorda, 2006). Job performance is usually shown through the work results employees achieve over a certain period (Baatwah et al., 2023). High employee performance can have implications for improving company performance. Thus, the performance of such personnel is considered a measure of a company's success. According to Build et al. (2019), effective leadership can improve job performance, one of which is transformational leadership.

In a company, leaders have an essential role in achieving organizational goals. In recent years, transformational leadership has been considered the most effective, suitable, and optimal type of leadership for employees (Juyumaya & Torres, 2023). According to Tan et al. (2023), transformational leadership is a transition where leaders, in this case, direct superiors and subordinates, support each other to increase morale and motivation in the organization. According to Bass (1985), leaders who have for transformation are more likely to embody

complementary characteristics. These characteristics include charisma, motivational inspiration, intellectual stimulation, and personal attention.

Transformational leaders create an environment where employees feel good about working with their leaders by building high-quality relationships with individual considerations (Morkeviciut e\_ et al., 2019). Pillai and Williams (2004) argue that transformational leaders influence their followers with appropriate role-model behavior. As a result of role models and features of intellectual stimulation for their employees, transformational leaders define employee roles so that their performance improves (Jyoti & Bhau, 2015). In addition, he inspires and supports employees to maintain their performance with inspiring motivation (Bayraktar & Jimenez, 2020). Because of these traits of transformational leaders, Buil et al. (2019) consider job performance as an essential organizational benefit arising from transformational leadership.

In addition, in other constructs, self-efficacy, this study is also considered an important construct to be studied. Self-efficacy refers to employees' confidence in their ability to complete a specific task or set of tasks (Li & Liu, 2022). This belief leads employees to perform as desired and address adverse situations in a usual manner (Clercq et al., 2018; Lunenburg, 2011). Employees' high level of self-efficacy indicates that they can envision success and identify paths to achieve that success. Increasing self-efficacy is vital in including the extent to which employees perceive that they can demonstrate high performance (Hannah et al., 2016) because high job performance is closely related to employee confidence and luck at work.

On the other hand, self-efficacy is the most crucial component of perception, a sub-component of cognitive functioning (Simbolon, 2022). Individuals with low self-efficacy tend to be unwilling to put in effort when faced with challenging circumstances. In contrast, those with high self-efficacy can focus all their energy and attention on achieving their goals. The research model can be seen in Figure 1.

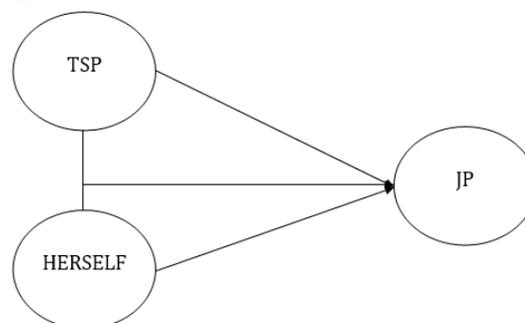


Figure 1 Research Model

## RESEARCH METHODOLOGY

Quantitative research is the method used for the completion of these investigations. According to Sugiyono (2013: 137), this form of research is a research method based on the philosophy of positivism and is used in specific populations and samples, for the sampling methodology used is random sampling. This type of research is used on specific samples and populations. While the data collection process uses research tools, namely questionnaires distributed to employees of PT. Panca Mitra Multiprima. In all, 145 questionnaires were sent as part of this research project; 128 were returned and subsequently received, after which it was run and analyzed with SPSS 21.

The assessment of variables in this study was adapted from the work of several previous experts. Precisely, to measure transformational leadership, this study used the work of Bass et al. (2003) and used 12 items based on a multifactor leadership scale. The self-efficacy scale was adapted from Luthans et al. (2007) and Parker (1998), and Carter et al. (2016) using six items popularized by the two researchers. As for employee performance, which we refer to as job performance, using a seven-item scale adapted from Abbas et al. (2014) and Williams and Anderson (1991). There are four Likert scales, and each of the three variable items is scored using this scale. The scale ranges from 1 (strongly disagree) to 4 (strongly agree). Then, multiple linear regression is the type of analysis used in this study. The data used for analysis came from two variables that acted as independent variables (X) and one variable that acted as a dependent variable (Y).

## RESEARCH RESULTS

### Validity Test

The validity test of this study was carried out using the Product Moment Pearson Correlation method with the help of SPSS version 21 testing software. The excellent condition this study refers to is that the *r* count is greater than the *r* table (0.146). To clarify, for a question item to be considered valid, the result of the validity test must be greater than 0.146. The validity test findings are presented in Table 1.

Table 1. Validity Test

Statement Items	r calculate	r table	Ket.
<b>Transformational leadership (X<sub>1</sub>)</b>			
Statement 1	0,670	0,146	Valid
Statement 2	0,659	0,146	Valid
Statement 3	0,488	0,146	Valid
Statement 4	0,560	0,146	Valid
Statement 5	0,662	0,146	Valid
Statement 6	0,306	0,146	Valid
Statement 7	0,460	0,146	Valid
Statement 8	0,400	0,146	Valid
Statement 9	0,385	0,146	Valid
Statement 10	0,349	0,146	Valid
Statement 11	0,662	0,146	Valid
Statement 12	0,260	0,146	Valid
<b>Self-efficacy (X<sub>2</sub>)</b>			
Statement 1	0,617	0,146	Valid
Statement 2	0,671	0,146	Valid
Statement 3	0,640	0,146	Valid
Statement 4	0,729	0,146	Valid
Statement 5	0,398	0,146	Valid
Statement 6	0,213	0,146	Valid
<b>Job performance (Y)</b>			
Statement 1	0,628	0,146	Valid
Statement 2	0,678	0,146	Valid
Statement 3	0,486	0,146	Valid
Statement 4	0,674	0,146	Valid
Statement 5	0,367	0,146	Valid
Statement 6	0,322	0,146	Valid
Statement 7	0,361	0,146	Valid

Source: Data processed SPSS (2022)

The test results above show that from the three variables, namely transformational leadership, self-efficacy, and job performance, the value of the *r* count is higher than the *r* table (*r* count > *r* table). This can be proven by referring to the comparison presented in Table 1 above. Therefore, the results of validity tests carried out on statements related to these three variables are valid because all instruments meet the prerequisites.

### Reliability Test

In this investigation, reliability tests can be assessed by looking at Cronbache's alpha; Research instruments can be said to be dependent if Cronbache's alpha value is more than 0.60. The findings of the research reliability analysis of the three variables are summarized in the following table, which can be seen below:

Table 2. Reliability Test

Variable	Cronbach's Alpha	Limits of Reliability	Information
<b>Transformational Leadership (X<sub>1</sub>)</b>	0,719	0,60	Reliable
<b>Self-Efficacy (X<sub>2</sub>)</b>	0,714	0,60	Reliable
<b>Job performance (Y)</b>	0,697	0,60	Reliable

Source: Data Processed (2022)

In Table 2, the reliability test results above report that the variables transformational leadership, self-efficacy, and job performance obtained Cronbach's alpha value above 0.06, so it can be concluded that all variables proved reliable.

### Classical Assumption Test Results

#### Normality Test

The normality test's purpose, as Ghozali (2009) revealed, is to find out whether regression models, confounding factors, or residuals have a normal distribution. This can be determined by testing whether the normality hypothesis is true. Using the non-parametric statistical test Kolmogorov-Smirnov K-S, a study can determine whether the data follows a normal distribution or not by determining whether the significance of the test results is greater than 0.05. Test results to determine the degree of normality are presented in Table 3.

Table 3. Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		128
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	1.69923535
Most Extreme Differences	Absolute	.084
	Positive	.069
	Negative	-.084
Kolmogorov-Smirnov Z		.953
Asymp. Sig. (2-tailed)		.323

a. Test distribution is Normal.

Source: Data Processed (2019)

It can be seen from the normality test results presented in Table 3 that the residual results have been normally distributed. These results are presented above. On the other hand, it reports that the data distribution does not imply deviations from the normal curve. This can be observed by obtaining a significance value (0.323) greater than 0.05. As a result, this study can conclude that this data meet the normality assumption.

#### Multicollinearity Test

The purpose of this test is to find out whether the regression model finds relationships between variables that are considered independent or not. A viable regression model should have no relationship between the variables used to determine the outcome. One of the many methods to determine whether a regression has multicollinearity is to look at the inflation factor variance (VIF) and tolerance value. There are other methods available as well. According to Gozali (2009), a tolerance value of 0.10 or equal to a VIF value of more than 10 is the most commonly used value to identify the presence of multicollinearity. The findings of the multicollinearity test are presented in Table 4, which can be seen below.

Table 4. Multicollinearity Test

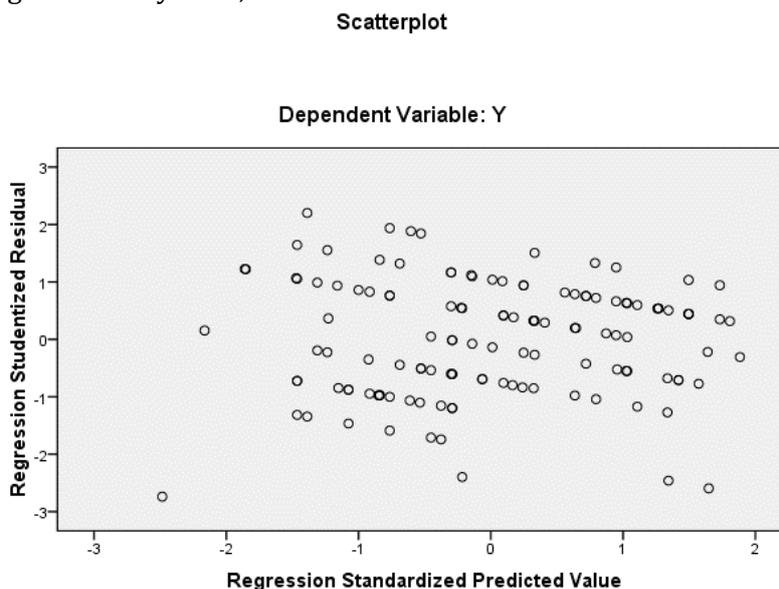
Variable	Tolerance	BRIGHT	Decision Results
<b>Transformational Leadership (X<sub>1</sub>)</b>	0,998	1,002	No multicollinearity occurs
<b>Self-Efficacy (X<sub>2</sub>)</b>	0,998	1,002	No multicollinearity occurs

Source: Data Processed (2022)

The results of the multicollinearity test obtained a tolerance value of 0.01 or a VIF (Variance Inflation Factor) value of > 10. These values can be seen in Table 4, which can be seen above, to make it possible to assert that there is no concept used to measure the variable in question that reports the problem of multicollinearity. Therefore, it is possible to use current regression models to predict the dependent variable, i.e., job performance.

### Heteroscedasticity Test

In this study, heteroscedasticity issues were identified using scatterplots. In particular, standard predictors and standard residual models are plotted against each other. According to Gozali (2009), heteroscedasticity does not occur when there is no visible pattern, and the dots on the Y-axis are evenly distributed above and below the number 0. Here are the results obtained from scatterplots generated by SPSS;



**Source:** Data Processed (2022)  
**Figure 2:** Heteroscedasticity Test Results

The results of the heteroscedasticity test can be seen in the picture above labeled "Figure 2". The scatterplot does not create a distinct pattern, and the point spreads above and below the number 0 on the Y-axis. Therefore, no evidence supports the heteroscedasticity hypothesis (heteroscedasticity does not occur).

### Coefficient of Determination Test Results (Adjusted R<sup>2</sup>)

According to Ghozali (2009), the coefficient of determination, or R<sup>2</sup>, is simply a measure of how far the model can explain the variance of the variable being explained. It is possible to estimate the extent of the influence of the independent variable on the dependent variable by calculating the coefficient of determination. The following conclusions are drawn by analyzing the determination between transformational leadership variables (X1) and self-efficacy (X2) on job performance (Y). The results of the coefficient of determination experiment are shown in the following table, which can be seen below:

Table 5. Determination Test Results

Model	Adjusted R Square
1	.549

Dependent Variable: Employee Performance

**Source:** Data Processed (2022)

The findings of the determination analysis that can be seen in Table 5 above report that the proportion of the influence of the independent variables transformational leadership (X1) and self-efficacy (X2) on the dependent variable, namely work performance, is 54.9%. This can be seen in the table. One conclusion that can be drawn from this is that the model's ability to account for 54.9% of the data can be attributed to the variance of the model's independent variables. At the same time, the remaining 45.1% is influenced or clarified by the interaction of other variables.

### Hypothesis Testing

#### Partial Hypothesis Testing (t-Test)

The following are the findings of regression analysis obtained by basing calculations on multiple linear regression models and can be seen in Table 6 below:

Table 6. Results of hypothesis testing

Variable	Koef. Regression	t count	Itself.
Transformational Leadership (X <sub>1</sub> ) → Job performance (Y)	0,214	4,437	0,000*
Self-Efficacy (X <sub>2</sub> ) → Job performance (Y)	0,052	0,616	0,539**
Sig. F = 0.000			
F count = 10.180			
F table = 3.07			
<b>Note:</b> *significant, ** insignificant			
<b>Source:</b> Data Processed (2022)			

### The influence of transformational leadership on job performance

During the hypothesis testing process, it was found that transformational leadership variables positively affect job performance. It is concluded from the finding that the value of the coefficient is positive. On the other hand, the significance value of this variable is smaller than 0.05, which reports that transformational leadership does impact the level of job performance employees achieve. These findings support the previous premise that transformative leadership positively and significantly influences employees' job performance levels. This finding is in line with the findings of other studies, such as those conducted by Balthazard et al. (2009), Lievens et al. (2005), and Eliyana et al. (2019), which all show that transformational leadership impacts the level of job performance demonstrated by employees. When used by a leader at a greater or higher level, transformational leadership can potentially have consequences for better or higher staff performance.

On the other hand, low levels of transformative leadership may be associated with poorer performance levels. In this scenario, the leader can encourage his employees to act more, putting the company's interests above their own, and the leader can also offer inspiration and explain the company's goals straightforwardly. In addition, leaders are in a position to show employees how to solve problems in the organization in a new way, not in the old way, and this approach can be recognized as a more effective and efficient way to address problems that arise in the company. Then, when leaders are present, they always pay attention to workers, encourage employees to continue to develop in carrying out their work, and pay special attention to the needs of each employee in terms of employee performance and development. This is because leaders are aware that the presence of leaders is crucial to the success of an organization. This kind of transformative leadership has the potential to inspire personnel at PT. Panca Mitra Multiprime to improve its performance.

### The effect of self-efficacy on job performance

In testing the hypothesis shown in Table 6, it was found that the value of the positive coefficient means that the self-efficacy variable positively influences job performance; Table 4.13 shows that the self-efficacy variable has no significant effect on job performance. This is intended to acquire a significant value of 0.539, where this result is greater than the significance value of 0.05. The findings of this study do not support the second hypothesis proposed for this study and contradict the findings of an earlier study conducted by Bandura (1997), who concluded from his research findings that an individual with a high level of self-efficacy is more likely to believe that they will be able to achieve a high level of performance. He should do so. This conclusion also contradicts results found by other researchers in the past (Simbolon, 2022; Hannah et al., 2016; and Buil et al., 2019), who conducted similar studies. The results of this study show that self-efficacy has an insignificant influence on employee performance; this means that lower self-efficacy employees can have implications for employee performance in carrying out their duties and responsibilities. The results of this study align with the findings of research conducted by Buil et al. (2018), which presented that self-efficacy has an insignificant influence on employee job performance.

### Simultaneous Hypothesis Testing (Test F)

The findings of this study lend support to the third hypothesis, which states that the independent factors investigated here have a positive and statistically significant influence on the performance of the Narayan. This is indicated by the results obtained from the F count statistic

having a higher value than the F table ( $10.180 > 3.07$ ), but the significance value of 0.000 has a lower value than 0.05. Consequently, a third hypothesis was validated, suggesting that the findings of the F test suggest that transformational leadership and self-efficacy both influence employee performance simultaneously. This finding aligns with the research conducted by Kilapong (2013), which documents that transformational leadership can motivate employees because motivation drives employee performance. According to Kilapong (2013) and Engko (2008), employee performance can benefit from having a high level of self-efficacy because it increases the likelihood that the employee will succeed in the task assigned to him.

### Conclusions and recommendations for further research

Based on the results of testing and discussions that have been carried out previously, this study concludes that transformational leadership and self-efficacy partially and simultaneously affect job performance in PT employees. Panca Mitra Multiperdana. The higher the level of transformational leadership support leaders provide to employees, the higher the tendency of employees to improve their performance. In addition, self-efficacy based on their confidence that they can complete tasks and responsibilities for work was also found to promote better employee performance.

Whether we realize it or not, this study has areas for improvement, including limitations on the variables used in predicting employee performance. Then, the sample used is still relatively small. Thus, recommendations for future studies can improve this study's results by adding independent predictors, mediation, and moderation, so that studies to build job performance constructs will be more complex. In addition, subsequent research can also involve other company sectors, both public and service sectors, to find more general results in different corporate contexts.

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