



The influence of transformational leadership and career development on employee performance mediated by work motivation: study at PT Pertamina Patra Niaga Regional Jatimbalinus

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ABSTRACT

Many factors can influence employees when no one can perform well; that is internal or external factors. Where do internal factors come from? From the nature of oneself, employees like motivation, ability, and effort, whereas factor external employees originate from environment-like behaviour. Study This type of explanatory research proves a connection between leadership transformation, developmental career, and the performance of employees mediated by variables of motivational work, using a method approach. Study This was carried out in sectors of company energy state property involving 535 as population research. This uses a proportionate stratified random sampling technique with 200 successful respondents returning the questionnaires as a data collection method and data analysis using PLS-SEM.

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Introduction

There are many issues important on new era like technology, disaster natural, economic, social, and political impact to all over sector business, incl change environment speedy business demand organization for find method new in operating, so create a challenge in structure organization, practice management even role source Power humans to remain superior in compete. Every employee wants to contribute through the achievements and performance given to his company. Good employee performance is one of the determinants of the success of a company in achieving its goals. PT Pertamina Patra Niaga was appointed Sub Holding Commercial & Trading PT Pertamina (Persero) virtually and officially legal end-state on September 1, 2021. For their performance, good employees of PT Pertamina Patra Niaga also build a performance culture in the Jatimbalinus region with a Performance Improvement Program (PIP).

Evaluation performance was carried out at Human Capital PT Pertamina Patra Niaga to employees, including PT Pertamina Patra Niaga in the Jatimbalinus region, over one year, with rating categories 1-8. The following 2019-2022 report, which has a low rating of 4, is based on the Jatimbalinus Regional HC internal assessment.

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Table 1: Employee ratings < 4

Year	Percentage	The number of workers is below the target performance value
2019	8%	45 people
20 20	8%	45 people
20 21	1%	7 people
2022	3%	17 people

Source: Internal data from HC Pertamina Patra Niaga Jatimbalinus (2024)

Following For details of the total workers who have target values performance, not enough of 4 or as needed to be built as follows:

Table 2: Details of employee ratings <4 years

Ratings	2019	2020	2021	2022
4	44	39	5	14
3	1	6	1	1
2	-	-	1	1
1	-	-	-	1
Total Workers	45 people	45 people	7 people	17 people

Source: Internal data from HC Pertamina Patra Niaga Jatimbalinus (2024)

Many factors can influence employees. According to A. Dale Timpe (2000) influencing factors possible performance seen through internal factors and external factors, where internal factors are linked with the nature of oneself such like motivation, ability, effort, and difficult task whereas For factor external originate from environment like behaviour, attitudes and actions colleague work, subordinates or leadership, obstacles source Power including location remote work from family. Employee performance depends on the leader organization and the employees themselves (Kamali, 2014).

Literature review

Transformational Leadership

According to Robbins (2017) leadership is transformational, including, in theory, modern leadership, whose ideas developed by James McGroger Burns, viz a process where leaders and their subordinates trying to reach a level more morality and motivation. Transformational leadership is characterized by appearance charisma, ideal influence (leader grows a climate trust and function as a role model), consideration of the individual (leader gives a chance to Study through tasks and attention), and inspirational motivation (encouraging subordinates question method they do something and provide it with guiding symbol in achievement goals, Bass (1985) in Jaiten (2017). There are four indicator measurement leadership adapted transformational from Bass (1976) in Yulk (2015): Charismatic, inspiring, stimulating intelligence, and attention individual.

Career Development

According to Lock and Farrow (1993) in Yunsoo (2018) States, the development of a career depends on the interaction of two " force " factors viz ambition, personal and needs organization. McLagan (1989) defines career development as aligning individual career planning and the organization's career management process to achieve an optimal match between individual and organizational needs. There are seven measurement indicators in career development according to Schneke Mel E, et al. (2007), namely: preparation for rotation/transfer of positions, job search behaviour, career counseling, training, mentoring, career paths and career simulations,

Motivation Work

According to Robbins and Judge (2017:127), motivation is an explanatory process of strength, direction and perseverance to reach an objective. There are three element essential elements: strength, direction and perseverance according to Abraham Maslow in Mangkunegara (2015:93), human behavior is greatly influenced by motivation. Through motivation, man can direct For need. Aldefer's theory ERG in Lukman et (2015) is a theory simplification of Maslow's motivation, Aldefer's ERG theory has 5 levels pyramid, which is also an indicator measurement of variables of motivation Work namely: level of psychological, level of security, social level, level believe self, level actualization self.

Employee performance

According to Robins (2012:260), a performance employee is a result of Work being Good in a way, quality, or quantity achieved by a person in carrying out the task by the answer given. According to Malthis and Jackson (2012:79), performance is basically What is being done or not done by employees. There are five indicators in measurement for performance employees, according to Robbins (2012:260), namely quality, quantity, accuracy, time, effectiveness and independence.

Conceptual Framework of the Research

Study This testing 3 variables construct mainly consists of two independent variables (transformational leadership and developmental career) and one dependent variable (employee performance). Additionally, research also adds variable mediation (work motivation). Following For more detailed framework conceptual research This:

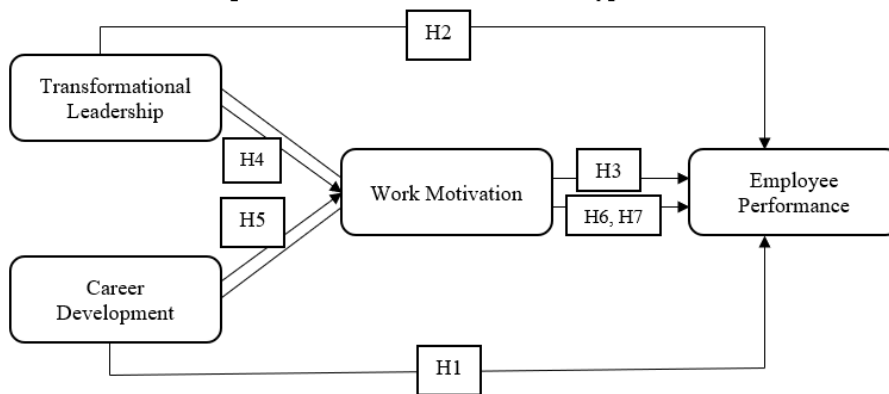


Figure 1: Research Framework and Hypothesis

Research And Methodology

Participants and Data Collection

Approach used is probability sampling, technique taking sample using proportionate stratified random sampling with share population / stratum proportional and carried out in a way random with use formula slovin 10%.

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Sample size/number of respondents

N = population size

E = Percentage of allowance for sampling accuracy that can still be tolerated

e = maximum error limit tolerated in the sample 5%

$$n = \frac{535}{1 + 535(0,05)^2}$$

$$n = \frac{535}{6,35} = 229,6$$

Based on sample calculations, the respondents in this study were at least 229 people, and the sample amounted to 200 people. The data collection technique used is a questionnaire that is filled out online.

Data Analysis

Research analysis methods This uses Structural Equation Modeling (SEM) Based Partial Least Square (PLS) with with the help of SmartPLS 3.0 software.

Measurements

All indicators used for measuring variables in the research. This was adapted from several previous studies. Indicators from variable leadership transformational adopted (Bass 1992: 196-197), which consists of 4 indicators. Variable development careers can be measured using 7 indicators referring to research conducted by (Schneke, 2007). Variable Motivation Work adopted from (Aldefe's ERG, Lukman 2015) uses 5 indicators and for performance employees adopted from (Robin, 2012) measured using 5 indicators study.

Findings

Results

Statistical tests are done To measure validity and reliability in the study This. The Average Variance Extracted (AVE) value of all latent variables shows a score of 0.627 for variable leadership transformational, 0.674 for variable career development, 0.695 for variable work motivation and 0.696 for employee performance. On value Cronbach alpha for the highest variable employee

performance. The Cronbach alpha coefficient value for the four variables used in the study ranges from 0.89 to 0.95, so they can be accepted.

Table 1: Composite Reliability, Cronbach Alpha, AVE

Variable	Composite Reliability	Cronbach Alpha	AVE
Transformational leadership	0.938	0.925	0.627
Career development	0.954	0.946	0.674
Work motivation	0.919	0.890	0.695
Employee performance	0.958	0.951	0.696

Source: Processed Primary Data, 2024

Composite reliability (CR) values consecutive are 0.938, 0.954, 0.919 and 0.958 (above 0.80). so it can concluded that all the construct are reliable from composite reliability as well as Cronbach alpha. The r-Square value of the employee performance variable in the research model Amounts to 0.877. Goodness of Fit (GoF) in research This calculated uses equality $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) = 1 - (1 - 0.877) (1 - 0.779) = 1 - (0.123) (0.221) = 0.972$. A score of 0.972 on the Q-Square shows that model in research This can be said has a good goodness of fit.

Table 2: Hypothesis Testing Results

Hypothesis	connection between variables	Path Coefficient	t- statistics	p-values	Results	
H1	X1 → Y	0.134	2,097	0.036	Significant	Accepted
H2	X2 → Y	0.597	8,141	0,000	Significant	Accepted
H3	Z → Y	0.248	3,864	0,000	Significant	Accepted
H4	X1→Z→Y	0.038	2,056	0.040	Significant	Accepted
H5	X2→Z→Y	0.187	3,788	0,000	Significant	Accepted
H6	X1→Z→Y	0.038	2.197	0.028	Significant	Accepted
H7	X2→Z→Y	0.187	3.669	0.000	Significant	Accepted

Source: Primary data processed , 2024

Table 2 above shows results that influence leadership transformational to performance employees has a t- statistic big from the t- table (2,097 > 1.96). Concluded that variable transformational leadership influence significant to performance employees, so H1 is accepted. The influence career development to employee performance has a t- statistic bigger from the t- table (8.141 > 1.96); it is concluded that variable development career influential significant to performance employees, so H2 is accepted. The influence work motivation to performance employee own t- statistical value more big than the t- table (3.864 > 1.96) was concluded that variable work motivation influential significant to employees performance, so H3 is accepted. The influence transformational leadership to employee performance through work motivation own t- statistical value bigger than t- table (2.056 > 1.96), can conclude that variable transformational leadership significant to employee performance through work motivation, so H4 is accepted. The influence career development to employee performance through work motivation own t- statistical value bigger rather than the t- table value (3.788 > 1.96), can be concluded that variable career development influential significant to employee performance through works motivation, so H5 is accepted. The effect of transformational leadership on employee performance through work motivation has a t- statistic value greater than the t-table (2.056> 1.96), it can be concluded that the transformational leadership variable is significant to employee performance through work motivation, so H6 is accepted. The effect of career development on employee performance through work motivation has a t-statistic value greater than the t-table value (3.788> 1.96), it can be concluded that the career development variable has a significant effect on employee performance through work motivation, so H7 is accepted.

Discussion

The influence transformational leadership to employee performance

Research findings that transformational leadership is influential positive, and significant to the performance of employees. Leader This shows great tenacity and determination to reach the purpose, behaviour ethics and high moral behaviour, considering the need to subordinate his needs and sharing about success (Raed et al., 2016). This also supports the previous study by Adi et al. (2013), which was influential, positive and significant, where leadership was identified as an essential factor in influencing employee performance.

The influence career development to employee performance

Research results in This shows that the career development is influential positive, and significant to the performance of employees. The employee directed about intended career, feedback is given company by desire from the employee. So, If the leadership and the

company support employees in developing their careers, the performance of employees will be maximum. Study this also supports results from studies including (Frank Nana et al, 2018; Muhammad Dedi et al, 2020; Yunsoo et al, 2018)

The influence work Motivation to employee performance

This research shows that work motivation has a positive and significant effect on employee performance. This employee's work motivation has the highest psychological value when this employee receives wages from the company which are very appropriate to the responsibilities in the work they are carrying out, and the wages provided by the company are sufficient to meet their daily needs. This research also supports previous research, including (Yulius, 2018; Frank Nana et al, 2016; Muhammad Dedi, 2020) which revealed a positive and significant relationship between work motivation and employee performance.

The influence transformational leadership to employee's performance mediated Work motivation

The research results show that transformational leadership significantly affects employee performance through work motivation. The mediating impact of work motivation is known to be partial mediation. This research shows that the ideal transformational leadership style is applied to the employee work environment at Pertamina Patra Niaga Regional Jatimbalinus; by applying this leadership style, employees have good performance results. High motivation in these employees includes psychological, security, social, self-confidence and self-actualization. This is in line with research (Mesra et al, 2020; Bi et al, 2012; Limsila 2008) that inspirational leaders in motivating work refer to the leader's enthusiasm and optimism in creating a vision for the future, leaders also build caring relationships with each person. individual/subordinate.

The influence career development to employee's performance mediated work motivation

The research results show that career development is influential and significant to the performance of work motivational. As for impact mediation work motivation is known as Partial mediation (partial mediation). Study This shows that the companies support the development of careers that employees plan and prepare for. Condition rotation laterally or transfer within the company This is not an obstacle for employees to compete. That matter is one motivation and challenge for me to plan my career furthermore. This is also in line with research (Al Musadieg, 2018) that shows that work motivational can awaken and direct behaviour related to environment work.

The influence of transformational leadership on employee performance mediated by work motivation.

The results showed that transformational leadership has a significant effect on employee performance through work motivation. The mediating impact of work motivation is known to be partial mediation. This research shows that the ideal transformational leadership style is applied to the work environment of employees at Pertamina Patra Niaga Regional Jatimbalinus, by applying this leadership style employees have good performance results. High motivation in these employees includes psychological, security, social, self-confidence and self-actualization. This is in line with research (Mesra et al, 2020; Bi et al, 2012; Limsila 2008) that inspirational leaders in motivating work refer to the enthusiasm and optimism of leaders in creating a vision for the future, leaders also build caring relationships with each individual/subordinate.

The influence of career development on employee performance mediated by Work Motivation

The results showed that career development has a significant effect on employee performance through work motivation. The impact of work motivation mediation is known to be partial mediation. This study shows that companies support career development that is planned and prepared by employees. The conditions of lateral rotation and mutase in this company do not make obstacles for employees to compete. This is one of the motivations and challenges to be able to plan the next career. This research is also in line with research (Al Musadieg, 2018) that work motivation can generate direct behavior related to the work environment.

Conclusions

Research results in this shows that transformational leadership and career development influence the performance of employees, as well as partially mediated by work motivation. Employees will own good performance, and one of them is role leader care to employees with do things positively as a form of appreciation for work that has been done. Employees will feel more passion and ownership work motivation. Develop a career with the appropriate given targets: Companies can make employees more Spirit for increased performance. This can provide good feedback between the company and employees .

Recommendations for Future Research

Study furthermore can done with choose holding or other subholdings for object research, because for each subholding or holding has profile different employees.

You can do the study next, too, by using other styles of leadership, like transactional leadership.

Research model This should also be done in other industries, such as banking, retail, F&B, manufacturing, construction, etc. Different sectors can produce different results from different research.

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Conflicts of Interest: The authors declare no conflict of interest.

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