

The influence of transformational leadership style, motivation and organizational climate on employee performance

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ABSTRACT: Human Resources (HR) are very important in supporting the progress of the organization, for this reason, employee performance should be considered properly and fairly, so that they can carry out their duties seriously and responsibly. The purpose of this study was to determine the effect of transformational leadership style, motivation, and organizational climate on performance. This research was conducted at Warung Mina Peguyangan, Bali, Indonesia involving 33 respondents with saturated sample collection techniques. Data collection using questionnaires directly to all employees at Warung Mina Peguyangan, Bali, Indonesia. Data analysis in this study using multiple linear regression. The results of this study found that transformational leadership style has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, and organizational climate has a positive and significant effect on employee performance.

Keywords - *community welfare, investment, economic growth, government spending.*

I. INTRODUCTION

An organization in carrying out its activities is led by one or several superiors, who are the holders of power, according to the organizational structure, there are several positions which are also the superiors of the employees under it (Pratiwi, 2016). The organization has goals, both long and short term goals that it wants to achieve from the activities it carries out. In order for organizational goals to be achieved, good management and planning of Human Resources (HR) is needed. According to Leriana (2016), fair and satisfying treatment to Human Resources (HR) who work in an organization is able to create a maximum level of performance. Human resources have an important role in an organization or company, because they have a major contribution in making decisions in an organization or company as a way to achieve goals (Wedhanta and Supartha, 2016).

Human Resources (HR) are very important in supporting the progress of the organization, for this reason, employee performance should be considered properly and fairly, so that they can carry out their duties seriously and responsibly (Dwipayana, 2016). In a business environment that continues to improve, making high employee performance is the main goal of most organizations in order to encourage (Candraningrat et al., 2021).

companies to adapt to a competitive market environment. How to obtain, manage and implement the best performance in an organization is one of the keys to organizational success so that it can grow, develop and have a competitive advantage (Putra and Surya, 2020).

Mangkunegara (2016: 67) states that employee performance is the result of work achieved based on job requirements, and performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Employee performance is the most important part in a company, therefore the company really needs to pay attention to the needs of employees at work so that later employee performance will increase or become better. Performance reflects how well the employee meets the requirements of a job (Sandiartha and Suwandana, 2020).

Increasing employee performance can be used as a material for company consideration for human resource development and will have a positive impact on organizational stability (Pratama and Muzkam, 2018). So from some of these theories, performance can be interpreted as a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Transformational leadership styles are attitudes, actions, behaviors, habits, and self-character, in this case the leader must have a lot of introspection while leading others and continue to learn to lead themselves, because transformational leadership styles grow from within that have relevance to organizational climate (Marini et al. al, 2017). Transformational leadership style is defined as transformational leadership that changes the impact of the leader on subordinates, so that subordinates will feel pride, trust, loyalty and respect for their

superiors, and they will be motivated to do tasks more than expected (Noermijati, 2015). At least, the transformational leadership style theory is one of the many leadership theories that is believed to be able to bring fresh air to organizational change (Asbari et al, 2020). So from some of these theories transformational leadership can be interpreted as a leader who controls the situation by conveying a clear vision direction of the group's goals.

According to Robbins (2016: 263) another factor that affects performance is motivation. Motivation is the main factor that affects human resources to work optimally and improve the performance of a company (Ari Sudewa & Riana, 2020). In general, motivation can be interpreted as an impulse that causes someone to want to do something in accordance with the goals to be achieved. Employees who have high motivation tend to have good performance in a company. The motivation that is in a person is a driving force that will create a behavior in order to achieve the goal of self-satisfaction. Organizations must be able to motivate their employees to master their work well in accordance with the direction of supervision with orientation to the results that are achieved later (Utarayana & Adnyani, 2020).

Motivation is an important part needed by employee performance in the company because with motivation it is expected that every employee will work hard and enthusiastically to achieve high work productivity. Buhler (2004: 191) states that motivation is basically a process that determines how much effort will be put into doing the job. Motivation or motivation to work is very determining for the achievement of a goal, so humans must be able to foster the highest possible motivation for employees in the company. So from some of these theories motivation can be interpreted as an impulse, desire or interest that is so great within oneself to achieve certain desires, images and goals.

Apart from being influenced by transformational leadership styles and motivation according to Robbins (2016: 263), organizational climate can affect employee performance. According to Putra et al. (2015) Organizational climate is the quality of the organization's internal environment which is relatively ongoing experienced by members of the organization, influencing their behavior and can be described in the characteristics or nature of the organization. Ridha & Hatta (2016) stated that the more positive the organizational climate, the higher the organizational commitment of employees. Thus, companies must have solutions, efforts, and techniques in order to create a conducive organizational climate. This is because a conducive organizational climate will be able to improve the performance of employees.

A good organizational climate can lead to good performance as well, employees who are in a good and conducive organizational climate will be able to create employee initiatives to be able to carry out an activity and work that is their obligation and also not hesitate to carry out tasks outside of their work. A good climate encourages employees to take the initiative to take actions that are not their responsibility (Purnama and Riana, 2020). So from some of these theories organizational climate can be interpreted as a series of descriptions of organizational characteristics that last for a long time to influence employee behavior in the environment.

This research was conducted at Warung Mina Peguyangan Denpasar Bali, which is located on Jalan Antasura No.91 Peguyangan Denpasar. Warung Mina Peguyangan is part of the Warung Mina Group which has branches in various areas, namely Warung Mina Peguyangan, Warung Mina Renon, Warung Mina Ubud, Warung Mina Dalung, Warung Mina Legian, Warung KIS, Pizza Mina, Warung Meme Sari, and Warung D ' Uma. Currently, Warung Mina Peguyangan has a total number of employees of 33 people. can be seen in Table 1.

Table 1. Data on the Number of Employees

No.	Department	Number of Employees
1.	Accounting	1
2.	Team Service	17
3.	Team Bartender	4
4.	Team Kitchen	8
5.	Team Security	3
Total :		33

The condition of Warung Mina Peguyangan, which is well known to the community, tends to be crowded during lunch and dinner hours. When many customers come, prompt service is needed.

Based on the results of interviews that have been conducted with the supervisor of Warung Mina Peguyangan, there are several problems that arise due to the lack of employees working at Warung Mina Peguyangan, resulting in less than optimal employee performance in serving guests so that it can harm guests who come because the employees on the service team are late in preparing a place for guests who come to Warung Mina. In addition, some employees ignore their work and chat during working hours which results in employee performance being inconsistent with job descriptions. This phenomenon can occur due to the

restaurant, namely the leadership of Warung Mina Peguyangan, lack of supervision during working hours. The strategy to always be able to compete is by strengthening the capacity of the organization and its human resources. If HR in the company can run effectively, the company will continue to run effectively, in other words, the company's survival depends on employee performance (Leriana, 2016).

Employee performance at Warung Mina Peguyangan can increase with the role of leadership in organizational life, it is an obligation for leaders to always try to observe and understand the behavior of their subordinates and take into account the behavior of their subordinates. The behavior of subordinates in organizational life is basically task-oriented, meaning that the behavior of subordinates is usually driven by the desire to achieve goals that must always be observed, monitored and directed.

Good leadership and proper direction of employees are factors that affect employee performance. Quality, discipline and creativity are the main assets that employees must have in showing their performance. So it can be argued that leadership without being based on good direction will be less effective. Therefore, every leader must strive in order to provide good direction. From this reason, companies need a leader who is able to motivate, coordinate people or employees into work groups and integrate them into a solid and harmonious work situation or climate in order to achieve common goals.

Several studies have shown that transformational leadership can affect employee performance. This opinion is supported by research results from Sujana and Ardana (2020) which state that transformational leadership style has a positive and significant effect on employee performance. The results of research conducted by Dwiputra Dawn Satrya (2019) found that motivation has a positive and significant effect on employee performance. Research conducted by Nasrullah et al. (2019) have positive and significant perceptions of organizational climate and employee performance.

The purpose of this study was to analyze the effect of transformational leadership style on employee performance at Warung Mina Peguyangan, to analyze the influence of motivation on employee performance at Warung Mina Peguyangan, and to analyze the influence of organizational climate on employee performance at Warung Mina Peguyangan.

II. HYPOTHESES FORMULATION

Transformational leadership style, namely a leader who controls the situation by conveying clear vision directions about group goals, if a leader is able to provide good direction to his employees it can improve employee performance. (2015) stated that transformational leadership style has a positive and significant effect on employee performance. John and Gregory (2016) state that leadership plays an important role in motivating employees, and employee motivation has an impact on employee performance. Similarly, Anne, et al. (2018), stated that leadership style has a significant effect on employee performance. Research results from Febriani and Subudi (2015), Maha Putra and Adnyana Sudibya (2019), Sujana and Ardana (2020) state that transformational leadership style has a positive and significant effect on employee performance. Based on the results of previous research, the following hypothesis can be proposed.

H₁: Transformational leadership style has a positive and significant effect on employee performance

Motivation is an impetus, desire or interest that is so great within yourself, to achieve certain desires, aspirations and goals, motivation plays an important role in improving employee performance. Ali et al. (2016), found the same results that there was a positive and significant relationship between motivation and employee performance. Research conducted by Dewi & Wibawa (2016), Nurhawa, et al. (2019), Mahaputra & Ardana (2020), Shahzadi et al. (2015), and Dwiputra & Satrya (2019) The results of this study indicate that there is a significant and positive relationship between motivation and employees. Research conducted by Pamela Akinyi Omollo (2015) Motivation has a positive and significant effect on employee performance. The results of research conducted by Agus Riyanto (2015) showed that there was a positive influence between motivation on employee performance. Then the hypothesis can be proposed as follows.

H₂: Motivation has a positive and significant effect on employee performance.

Organizational climate is a condition or characteristics or characteristics that describe an organizational psychological environment that is felt by people in the organizational environment if employees feel that the climate in the organization where they work is quite conducive and pleasant then this can improve performance. Kiki Cahaya Setiawan (2015), found the same results that there is a positive and significant relationship between organizational climate and employee performance. Research conducted by Naomi W. Githinji (2017) and Hazel Gachunga (2017) this study reveals that the organizational climate variable on employee performance is statistically very strong and significant. Research conducted by Pasaribu & Indrawati (2016), Putra & Satrya (2019), Nasrullah et al. (2019) have positive and significant perceptions of organizational climate and employee performance. Based on research conducted by Octaviana Panambunan (2017), organizational climate has a positive and significant effect on employee performance. Based on the results of previous research, the following hypothesis can be proposed.

H₃: Organizational climate has a positive and significant effect on employee performance.

III. RESEARCH METHOD

This research is located at Warung Mina Peguyangan which is located on Jalan Antasura No.91 Peguyangan Denpasar, Bali, Indonesia. Employee performance in this study is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. This study uses six indicators adopted from Kasmir (2016) which include Quality (quality), Quantity (amount), Time (period), Cooperation between employees, Cost Emphasis and Supervision.

The transformational leadership style in this study is a leader who controls the situation by conveying a clear vision direction of the group's goals. This study uses six indicators adopted from Sunyoto and Burhanudin (2016: 110) which include Charismatic Leadership, Inspirational Leadership, Belief, Intellectual Stimulation.

Motivation in this study is defined as an impulse, desire or interest that is so great within oneself to achieve certain desires, images and goals. According to George & Jones (2017: 175) there are three indicators to measure motivation, namely direction of behavior, level of effort, level of persistence.

Organizational climate in this study is defined as a series of descriptions of organizational characteristics that persist for a long time to influence employee behavior in the environment. According to Darodjat (2015: 85) there are five indicators that can measure organizational climate, namely the implementation of tasks, achievement of results, decision making, Problem solving, work process.

The research instrument in the form of a questionnaire, which consists of closed statements and open statements. A closed statement consists of several questions about the identity of the respondent, while an open statement consists of a number of statements asking the respondent's opinion about his assessment of a number of indicators for each variable. This questionnaire statement is measured using a Likert scale with a scale of 1 to 5. The population of this study were all employees of Warung Mina Peguyangan. Given the number of sample respondents of 33 employees, so it is feasible to take all of them as respondents without taking a specific number of samples. The data analysis technique used in this study is multiple linear regression analysis.

IV. RESULT AND DISCUSSION

Respondent characteristic data is respondent data collected to determine the profile of research respondents. Data from the results of research conducted on Warung Mina Peguyangan employees, it can be seen a description of the characteristics of the respondents which include four aspects, namely: gender, age, and latest education. The number of respondents used in this study were 33 respondents. When viewed from gender, men dominate in this study with a percentage of 63.6 percent. This is due to security reasons because the working hours are late at night. The employees of Warung Mina Peguyangan are under 25 years old with a total of 12 people (36.4 percent) and 12 people aged 26-30 years with a total of 12 people (36.4 percent). This shows that the majority of respondents based on the age of restaurant employees are mostly 21-30 years old because that age is the productive age. The age factor of a productive employee can support organizational activities in producing a quality organization, because the productive age that is owned will be correlated in achieving organizational goals. The highest number of respondents' education was at the last high school education level with 17 people with a percentage of 51.5 percent. Vocational high School as many as 8 people with a percentage of 24.2 percent. There are 4 employees with diploma education with a percentage of 12.1 percent. There are 3 employees with junior high school education with a percentage of 9.1 percent and the lowest is employees with a bachelor's level of education as many as 1 person with a percentage of 3.1 percent. The level of education factor is one of the determinants of the quality of human resources. Employees at the Senior High schooleducation level are 25 people, of whom work in the service department, kitchen department. There are 4 employees at the diploma education level of whom work in bartender department bartenders. 3 employees at the junior high school education level of whom work in the security department and employees at the undergraduate level are only 1 person who works in the accounting division.

Table 2. Validity Test Results

No	Variable	Question Items	Pearson Correlation	Validity
1	Employee Performance (Y)	Y1.1	0.672	Valid
		Y1.2	0.763	Valid
		Y1.3	0.827	Valid
		Y1.4	0.786	Valid
		Y1.5	0.680	Valid
		Y1.6	0.774	Valid
2	Transformational Leadership Style (X1)	X1.1	0.791	Valid
		X1.2	0.771	Valid
		X1.3	0.695	Valid

		X1.4	0.759	Valid
3	Motivation (X ₂)	X2.1	0.826	Valid
		X2.2	0.811	Valid
		X2.3	0.789	Valid
		X3.1	0.746	Valid
4	Organizational Climate (X ₃)	X3.2	0.706	Valid
		X3.3	0.721	Valid
		X3.4	0.703	Valid
		X3.5	0.648	Valid

Based on Table 2, it can be seen that all correlation coefficients of the tested research variable indicators are greater than 0.30 ($r > 0.30$). Thus these results indicate that all research indicators are proven valid.

The results of the instrument reliability test in this study are presented in Table 3. which shows that the four research instruments namely transformational leadership style, motivation, organizational climate and employee performance have a Cronbach's alpha coefficient that is greater than 0.60 so that the statements on the questionnaire can be said to be reliable. Reliability test results can be seen in Table 3.

Table 3. Reliability Test Results

Variable	Alpha Cronbach's	Reliability
Employee Performance (Y)	0.843	Reliable
Transformational Leadership Style (X ₁)	0.747	Reliable
Motivation (X ₂)	0.727	Reliable
Organizational Climate (X ₃)	0.711	Reliable

Table 3. shows that the Cronbach Alpha value of each variable has a value greater than 0.70. This shows that all questions in this research questionnaire are reliable.

The normality test aims to test whether the data distribution follows or approaches the normal distribution. In this study, the normality test used a statistical test, namely the Kolmogorov-Smirnov test. If the resulting asymp.sig (2-tailed) probability value > 0.05 , the data is normally distributed. Based on the results of the normality test, the asymp.sig (2-tailed) value is $0.200 >$ from the level of significant ($\alpha = 0.05$). This shows that the data used in this study are normally distributed.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. If the VIF value is less than 10 or the tolerance value is greater than 0.1 (10 percent), it can be said that there is no multicollinearity.

The test results show that the tolerance value of each variable is greater than 0.1 and the VIF value is less than 10, so it can be stated that the regression does not occur multicollinearity. Therefore, it can be concluded that the independent variables in this study, namely transformational leadership style (X₁), motivation (X₂) and organizational climate (X₃) are free from multicollinearity or there is no correlation between independent variables.

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the level of significance is above 0.05, this regression model is free from heteroscedasticity problems. Based on the test results, the significant value of each variable is greater than 0.05, which means that the regression model is free from heteroscedasticity problems.

Table 4. Results of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std.Error	Beta		
(Constant)	3.241	3.363		0.964	0.343
Transformational Leadership Style (X ₁)	0.369	0.153	0.304	2.408	0.023
Motivation (X ₂)	0.626	0.204	0.374	3.062	0.005
Organizational Climate (X ₃)	0.427	0.153	0.368	2.788	0.009
Adjust R Square	0.599				
F _{test}	16.926				
F Sig				0.000	

Multiple linear regression analysis is used to find regression coefficients that will determine whether the hypothesis is accepted or rejected. Multiple linear regression analysis was processed with the help of SPSS version 23 software with the results that can be seen in Table 4.

The coefficient of determination generated from this study when viewed from the Adjusted R Square value is 0.599. The value of the coefficient of determination test results means that 59.9 percent of employee performance at Warung Mina Peguyangan is influenced by leadership, motivation and organizational climate applied in the company, while the remaining 40.1 percent is explained by other factors not explained in this study.

Transformational leadership style, namely a leader who controls the situation by conveying clear vision directions about the group's goals, if a leader is able to provide good direction to his employees it can improve employee performance. The results of the hypothesis in this study indicate that the effect of Transformational Leadership Style has a positive and significant effect on employee performance. The results of the study reinforce the research of Shafie, et al. (2015), John and Gregory (2016), Ali. (2016), and Febriani and Subudi (2015), Maha Putra and Adnyana Sudibya (2019) reveal that there is a significant and positive relationship between transformational leadership development and employee performance.

Motivation is an impetus, desire or interest that is so great within yourself, to achieve certain desires, aspirations and goals, motivation plays an important role in improving employee performance. The results of the hypothesis in this study indicate that motivation has a positive and significant effect on employee performance, which means that if the motivation is higher, the employee's performance at Warung Mina Peguyangan will increase and vice versa, the worse the work motivation, the employee's performance at Warung Mina Peguyangan will decrease. The results of this study are consistent with previous research conducted by Ali et al. (2016), Dewi & Wibawa (2016), Nurhawa et al (2019), Dwi Putra & Satrya (2019) and Shahzadi et al. (2015). The results of this study indicate that there is a significant and positive relationship between motivation and employee performance.

The results showed that the organizational climate had a positive and significant effect on employee performance which meant that if the organizational climate at Warung Mina Peguyangan was getting better, the employee performance at Warung Mina Peguyangan would increase and vice versa, the worse the organizational climate at Warung Mina Peguyangan would be the employee performance at Warung Mina Peguyangan will decrease. The results of this study are consistent with previous research conducted by Kiki Cahyana (2015), Naomi W. Githinji (2017), Hanzel Gachuga (2017), Pasaribu & Indrawati (2016) and Narsullah et al. (2019). The results of this study indicate that there is a significant and positive relationship between organizational climate and employee performance.

This research was conducted to assess the performance of employees at Warung Mina Peguyangan. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Employee performance can be improved by improving transformational leadership style, motivation, and organizational climate. Thus, the results of this study provide empirical support and are stated to strengthen the results of previous studies. This study provides an understanding that transformational leadership style, motivation, and organizational climate can significantly affect employee performance.

This research can be used as material for consideration and information for Warung Mina Peguyangan to deal with problems related to employee performance, such as improving transformational leadership styles, motivation, and organizational climate. By providing training for employees so that employees can work more professionally and enthusiastically to achieve company targets, motivate employees by giving appreciation to employees who have good performance and inviting all employees to attend joint work results meetings to convey how the results of employee performance can be improved again.

Transformational Leadership Style has a positive effect on employee performance. This shows that the better the leadership, the employee performance at Warung Mina Peguyangan will also increase. Motivation has a positive effect on employee performance at Warung Mina Peguyangan. This shows that the higher the motivation of the employees, the employee performance at Warung Mina Peguyangan will also increase. Organizational climate has a positive effect on employee performance at Warung Mina Peguyangan. This shows that the better the organizational climate, the employee performance at Warung Mina Peguyangan will also increase.

V. CONCLUSION

Transformational Leadership Style has a positive effect on employee performance. This shows that the better the leadership, the employee performance at Warung Mina Peguyangan will also increase. Motivation has a positive effect on employee performance at Warung Mina Peguyangan. This shows that the higher the motivation of the employees, the employee performance at Warung Mina Peguyangan will also increase. Organizational climate has a positive effect on employee performance at Warung Mina Peguyangan. This shows

that the better the organizational climate, the employee performance at Warung Mina Peguyangan will also increase.

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