

Comparison of the Effects of Transformational Leadership Style on Performance with Mediation of Pamong Motivation of Caturtunggal and Condongcatur Villages, Kapanewon Depok, Sleman Regency

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Abstract

This research aims to examine the effect of transformational leadership style on employee performance, to examine the effect of mediating motivation on the relationship between transformational leadership style on employee performance, and to know differences in transformational leadership styles, motivation, and employee performance in the Caturtunggal and Condongcatur sub-districts. The research samples used are 88 people. The data collection technique used is the census method. The analysis technique used is path analysis with the partial least square method using Sobel test and Chi Square test. The results of this research are outlined as follows: 1. The transformational leadership style has a positive and significant effect on the performance of the employees of the Condongcatur and Caturtunggal sub-districts, Sleman Regency, so that the first hypothesis in this study is accepted. 2. Transformational leadership style has a positive and significant effect on the employees performance of Condongcatur and Caturtunggal sub-districts through motivation, so that the second hypothesis in this study is accepted. 3. There is no difference in transformational leadership style, motivation, and employee performance in the Caturtunggal and Condongcatur sub-districts, Sleman Regency, so the third hypothesis in this study is rejected.

Keywords: Transformational Leadership Style, Motivation, Employee Performance

1. Introduction

Kalurahan Caturtunggal, Depok, Sleman, Yogyakarta Special Region is one of the organizations that serves the community Kalurahan Caturtunggal. Kalurahan Chess Office tunggal, Depok, Sleman is inseparable from problems, one of which is the decline in employee performance over the past few months, as evidenced by employee attendance lists that tend to be untimely, annual cycles that are not in accordance with the work matrix and other disciplinary actions. In addition to Kalurahan Caturtunggal, Kalurahan Condongcatur also has similar problems. Various performance problems that occur are assessed from the performance achievements of Pamong Kalurahan such as Table 1. Below

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Table 1. Performance Achievements of Pamong Kalurahan Caturtunggal and Condongcatur in April 2020

Employee Performance Indicators	Target	Kalurahan Condongcatur		Kalurahan Skewering	
		Achievements	Conclusion	Achievements	Conclusion
1. Target Kinerja Employee (SKP)					
a. Target quantity	100	100	Maximum	100	Maximum
b. Quality targets	100	90	Less Than Optimal	96	Less Than Optimal
c. Target time	100	100	Maximum	100	Maximum
d. Target costs	100	100	Maximum	100	Maximum
SKP Value	100	97.5	Less Than Optimal	99	Less Than Optimal
	Weight skp = 60% × 97.5 = 58.5		Less Than Optimal	60% × 99 = 59	Less Than Optimal
2. Employee Work Behavior (PKP)					
a. Service orientation	100	98	Less Than Optimal	97	Less Than Optimal
b. Discipline	100	96	Less Than Optimal	98	Less Than Optimal
c. Integrity	100	90	Less Than Optimal	93	Less Than Optimal
d. Commitment	100	97	Less Than Optimal	98	Less Than Optimal
e. Collaborate	100	92	Less Than Optimal	97	Less Than Optimal
PKP value	100	94.6	Less Than Optimal	96,6	Less Than Optimal
	PKP weights = 40% × 94.6 = 37.8		Less Than Optimal	40% × 96.6 = 38.6	Less Than Optimal
Performance Achievement Value of All Employees = 58.5 + 37.8 = 96.3			Less Than Optimal	59 + 38.6 = 97.6	Less Than Optimal

Source: Kalurahan Secondary Data, 2020

Based on table 1.1, it can be seen that the performance achievement score of Pamong Kalurahan Caturtunggal is stated to be less than optimal, judging from the employee performance target indicator (SKP) of 58.5, and employee work behavior (PKP) of 37.8, so that the overall performance achievement score of 96.3 which is also stated to be less than optimal. Likewise, the Kalurahan Condongcatur pamong with an employee performance target score (SKP) of 59.4 and employee work behavior (PKP) of 38.6 so that the overall performance achievement score of 98.0 was declared less than optimal. It can be concluded that the performance. Achievements of Pamong Kalurahan Caturtunggal and Condongcatur employees as a whole are declared less than optimal.

The majority of the indicators of civil service performance achievements in caturtunggal kalurahan and Condongcatu kalurahan are not achieved due to the Covid-19 pandemic that occurs around the world today even though the leadership style and motivation of pamong work have been carried out properly and optimally. However, no matter how good and optimal the leadership style and motivation of the work carried out by the pamong, most of the performance achievements achieved are not optimal.

The right leadership style and strong work motivation can fully support the provision of optimal work results through continuously improving employee performance. Based on this background, the researcher is interested in conducting research on "Comparing the Influence of Transformational Leadership Style Terhadap Kinerja with Mediation Motivasi Pamong Kalurahan Caturtunggal and Kalurahan Condongcatu, Kapanewon Depok, Sleman Regency".

This study aims to know the direct influence of the transformational leadership style on the performance of the Kalurahan Caturtunggal and Kalurahan Condongcatu civil servants, Depok, Sleman, DIY, to get to know the indirect influence of the transformational leadership style on performance mediated by the motivation of the Kalurahan Caturtunggal and Kalurahan Condongcatu pamong, Depok, Sleman, DIY, and knowing the differences in the influence of transformational leadership styles, motivation, and employee performance in Kalurahan Caturtunggal and Kalurahan Condongcatu, Depok, Sleman, DIY.

2. Methodology

This research includes quantitative research. Quantitative research is research that from data collection to data interpretation is based on the results of data analysis in the form of numbers (Sekaran and Bougie, 2016).

2.1. Model Development

2.1.1. Subject Matter

This study had a population of 88 pamong Kalurahan Caturtunggal (44 pamong) dan Kalurahan Condongcatu (44 pamong), Kapanewon Depok, Sleman Regency and the number of samples used was equal to the total population because the sample was determined by sampling technique saturated which means all members of the population are used as samples (Sugiyono, 2016). This means that the sample used in this study is the same as the total population of 88 respondents.

This study wants to find out the influence of transformational leadership on employee performance, the influence of transformational leadership on employee performance through motivation carried out using path analysis and Sobel tests and analyze the different tests of transformational leadership applied in caturtunggal kalurahan and Condongcatu kalurahan used the Chi-Square test because the research data was included in the ordinal data with the help of SPSS version 21 software.

2.1.2. Variables

Transformational leadership style

A transformational leadership style is a leader who inspires his followers to put aside their self-interests for the good of the organization and they are able to have

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a tremendous influence on the self of his followers. They pay attention to the needs of their followers' self-development, change followers' awareness of existing issues by helping others perceive old problems in a new way, and are able to please and inspire their followers to work hard to achieve common goals (Robbins and Judge, 2015). The indicators used to measure transformational leadership styles according to Robbins and Judge (2015) are (1) charisma, (2) inspirational motivation, (3) intellectual stimulation, and (4) individual attention.

Motivation

Motivation is that the individual has a reserve of potential energy that can be released or developed depending on the motivational impulse of the individual, and is supported by the situation and opportunities available. (McClelland, 1961). The indicators used to measure the work environment according to McClelland (1961) are (1) the need for achievement, (2) the need for power, and (3) the need for affiliation.

Employee performance

Employee performance according to Government Regulation (PP) No. 30 of 2019 is the result of employee performance targets (SKP) and employee work behavior (SKP). Employee performance indicators according to PP No. 30 of 2019 are (1) Employee performance targets (quantity targets, quality targets, time targets, and cost targets), and (2) Employee work behavior (service orientation, integrity, commitment, discipline, cooperation, and leadership).

2.2. Data Collection

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The type of data used in this study is primary data. The primary data is in the form of primary data obtained by researchers from the results of distributing questionnaires to civil servants at the Kalurahan Caturtunggal dan Kalurahan Condongcatu office, Kapanewon Depok, Sleman Regency, DIY who were respondents in this study, while secondary data in the form of profiles of Kalurahan Caturtunggal dan Kalurahan Condongcatu obtained from administrative and general staff at kalurahan caturtunggal dan Kalurahan Condongcatu office, Kapanewon Depok, Sleman Regency, DIY.

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The data collection method used in this study was a questionnaire. Questionnaires are generally designed to collect a lot of quantitative data. Questionnaires can be given personally, sent to respondents, or distributed electronically (Sekaran, 2017). A questionnaire is a pre-formulated list of written questions to which respondents will record their answers, usually in clearly defined alternatives. The questionnaire given to respondents was in the form of several questions and statements regarding transformational leadership styles, work motivation and civil service performance.

2.3. Analysis Methods

Descriptive Analysis

Descriptive statistics describe the distribution of respondent's answer data about the statement items contained in the questionnaire on each research variable expressed in the frequency of the number of people and percentages

Quantitative Analysis

Research Instrument Testing

Validity test

Validity test is used to measure whether the questionnaire as a measuring tool used is correct. The statement items in the questionnaire are said to be valid if they have a calculated r value greater than r table at a significance level (α) = 5%. The results of the validity of all statement items on all research variables are presented in Table 3.

Table 3. Validity Test Results

Variable	Item	r count	r table	Information
Leadership Style Transformational	GKT1	0,707	0,207	Valid
	GKT2	0,709	0,207	Valid
	GKT3	0,731	0,207	Valid
	GKT4	0,709	0,207	Valid
	GKT5	0,746	0,207	Valid
	GKT6	0,731	0,207	Valid
	GKT7	0,435	0,207	Valid
	GKT8	0,442	0,207	Valid
Motivation	MT1	0,429	0,207	Valid
	MT2	0,700	0,207	Valid
	MT3	0,345	0,207	Valid
	MT4	0,638	0,207	Valid
	MT5	0,695	0,207	Valid
Employee Performance	KP1	0,218	0,207	Valid
	KP2	0,231	0,207	Valid
	KP3	0,654	0,207	Valid
	KP4	0,611	0,207	Valid
	JPT	0,826	0,207	Valid
	KP6	0,396	0,207	Valid
	KP7	0,656	0,207	Valid
	KP8	0,616	0,207	Valid
	KP9	0,782	0,207	Valid
	KP10	0,726	0,207	Valid
	KP11	0,847	0,207	Valid
	KP12	0,444	0,207	Valid
	KP13	0,748	0,207	Valid
	KP14	0,880	0,207	Valid
KP15	0,478	0,207	Valid	
KP16	0,699	0,207	Valid	
KP17	0,782	0,207	Valid	
KP18	0,862	0,207	Valid	
KP19	0,794	0,207	Valid	
KP20	0,881	0,207	Valid	
KP21	0,797	0,207	Valid	

Source: Primary data processed, 2022

The results of the validity test in Table 3. show that all statement items on the variables of transformational leadership style, motivation, and employee performance have a value of $r_{count} > r_{table} = 0.207$, then all statement items in all research variables are declared valid.

Reliability Test

Reliability test is a test to determine the extent to which the measurement results remain consistent. Reliability testing in this study used Cronbach's Alpha test. The instrument is declared reliable if it has a Cronbach's Alpha coefficient greater than 0.6 (Hair et al., 2014). The results of the reliability test in this study can be seen in Table 4.

Table 4. Reliability Test Result

Research Variables	The Value of Cronbach's Alpha	Conclusion
Transformational Leadership Style	0.797	Reliable
Motivation	0.673	Reliable
Employee Performance	0,932	Reliable

Source: Primary data processed, 2022

The reliability test results in Table 4. show that the value of Cronbach's Alpha variable transformational leadership style = 0.797, motivation = 0.673, and employee performance = 0.932 which is greater than 0.60, then the whole item were declared reliable.

3. Results

3.1. Respondents

Table 5. Characteristics of Kalurahan Condongcatur and Caturtunggal Employees

Employee characteristics	Category	Frequency (People)	Percentage (%)
Gender	Man	54	61,4
	Woman	34	38,6
	Total	88	100
Age	26-30 Years	3	3,4
	31-35 Years	40	45,5
	36-40 Years	41	46,6
	41-45 Years	4	4,5
	Total	88	100
Position	Lurah	2	2,3
	Carik	2	2,3
	Jogoboyo	2	2,3
	Ulu-Ulu	2	2,3
	Kamituwo	2	2,3
	Kaur	6	6,8
	Hamlet	36	40,9
	Staff	36	40,9
	Total	88	100
Recent Education	S1	82	93,2
	S2	6	6,8
	Total	88	100
Service Life	1-3 Years	14	15,9
	4-6 Years	56	63,6
	7-9 Years	18	20,5
	Total	88	100

Source: Processed primary data, 2022

The frequency attribution of characteristic characteristics of Kalurahan Condongcatur and Caturtunggal employees of Sleman Regency consisting of gender, age, position, last education, and length of service is described in Table 5.

Table 5. shows that most of the employees of Kalurahan Condongcatur and Caturtunggal Sleman Regency have a male gender of 54 people (61.4%), aged between 36 to 40 years as many as 41 people (46.6%), have a dukuhh position of 36 people (40.9%) and staff as many as 36 people (40.9%), have the last S1 education of 82 people (93.2%), and have worked in Kalurahan Condongcatur and Caturtunggal Sleman Regency for 4-6 years as many as 56 people (63.6%).

3.2. Analysis

Quantitative Analysis Results

Sobel Test Results

The Sobel Test is used to determine the direct or indirect influence of independent variables (transformational leadership styles) on dependent variable (employee performance) through intervening variables (motivation). The results of the sobel test are presented in Table 6.

Table 6. Sobel Test Results

Hypothesis (H)	Path of Influence	Path coefficient (p)	Probability (p value)	Conclusion
H1	GKT → KP	0,739	0,000	H1 proven/accepted
H3	GKT → MT → KP	0,811	0,000	H2 proven/accepted

Source: Processed primary data, 2022

Information:

GKT = transformational leadership style

MT = motivation

KP = employee performance

Based on the results of the sobel test as listed in Table 6.5, it can be described in detail as follows.

- a. The value of the coefficient of direct influence of the transformational leadership style is positive 0.739, which shows that the transformational leadership style directly affects employee performance, which means that the better the transformational leadership style carried out by the leadership, the higher the performance of the employees.
- b. The value of the coefficient of indirect influence of transformational leadership style is positive 0.811, which shows that transformational leadership style indirectly has a positive effect on employee performance through motivation, which means that the better the transformational leadership style carried out by the leadership, the more impact on high motivation, so that the higher the performance of employees. Thus it can be concluded that motivation is expressed as an intervening variable between the influence of transformational leadership styles on employee performance, since it has the value of the coefficient of indirect influence path = 0.810 greater than the coefficient of direct influence path = 0.739.

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The Results of the Different Research Variables Based on the Village

The Results of the Different Transformational Leadership Styles Based on the Kalurahan

The description of the results of the transformational leadership style difference test based on the district using the chi square test can be seen in table 7.

Table 7. Results of Different Transformational Leadership Style Tests Based on Kalurahan

Village	Transformational Leadership Style								Sig. (p value) chi square
	Very good		Good		Enough		Total		
	f	%	F	%	f	%	f	%	
Condongcatur	29	33,0	14	15,9	1	1,1	44	50	0,356
Caturtunggal	34	38,6	10	11,4	0	0	44	50	
Total	63	71,6	24	27,3	1	1,1	88	100	

Source: Processed primary data, 2022

Table 7. shows that respondents who work in the Condongcatur Village provide an assessment of the transformational leadership style of their lurah which is included in the very good category as many as 29 people (33.0%), in the good category as many as 14 people (15.9%), and the adequate category as many as 1 person. (1.1%), while respondents who work in Kalurahan Caturtunggal gave an assessment of the transformational leadership style of the lurah which included in the very good category as many as 34 people (38.6%), the good category as many as 10 people (11.4%), and the moderate category. none (0%). Furthermore, the chi-square test was performed to obtain a significance value (Sig.) or p value of 0.356 which is greater than the significance level (α) = 0.05. These results can be concluded that there is no difference in the transformational leadership style of the lurah in the Condongcatur and Caturtunggal sub-districts.

Different Test of Motivation Based on Kalurahan

The description of the results of the motivational difference test based on the village using the chi square test can be seen in table 8.

Table 8. Results of Different Motivational Tests Based on Villages

Kalurahan	Motivation								Sig. (p value) chi square		
	Very high		High		Average		Low			Total	
	f	%	f	%	f	%	f	%			
Condongcatur	10	11,4	32	36,4	1	1,1	1	1,1	44	50	0,519
Caturtunggal	15	17,0	28	31,8	1	1,1	0	0	44	50	
Total	25	28,4	60	68,2	2	2,2	1	1,1	88	100	

Source: Processed primary data, 2022

Table 8. shows that respondents who work in the Condongcatur Village provide an employee rating that is in the very high category as many as 10 people (11.4%), in the high category as many as 32 people (36.4%), being 1 person (1.1%) , and in the low category as many as 1 person (1.1%), while respondents in Caturtunggal

Village assessed the assessment of employees in the very high category as many as 15 people (17.0%), in the high category as many as 28 people (31.8%), the medium category is 1 person (1.1%), and the low category does not exist (0%). Furthermore, the chi-square test was carried out to obtain a significance value (Sig.) or p value of 0.519 which is greater than the significance level (α) = 0.05, so there is no difference in motivation for employees who work in Kalurahan Condongcatur and Kalurahan Caturtunggal.

Employee Performance Difference Test Based on Village

The description of the results of the different employee performance tests based on the village using the chi square test can be seen in table 9.

Table 9. Test Results of Employee Performance Differences Based on Districts

Kalurahan	Employee Performance								Sig. (p value) chi square
	Very high		High		Low		Total		
	F	%	f	%	f	%	f	%	
Condongcatur	16	18,2	27	30,7	1	1,1	44	50	0,048
Caturtunggal	27	30,7	17	19,3	0	0	44	50	
Total	43	48,9	44	50,0	1	1,1	88	100	

Source: Processed primary data, 2022

Table 9. shows that respondents who work in the Condongcatur Village give an assessment of the performance of their employees which are included in the very high category as many as 16 people (18.2%), the high category as many as 27 people (30.7%), and the low category as many as 1 person (1, 1%), while respondents who work in Caturtunggal Village provide employee performance assessments that are included in the very high category as many as 27 people (30.7%), the high category as many as 17 people (19.3%), and the low category does not exist (0%).). Furthermore, the chi-square test was performed to obtain a significance value (Sig.) or a p value of 0.048 which is smaller than the significance level (α) = 0.05. These results can be concluded that there are differences in the performance of employees in the Kalurahan Condongcatur and Kalurahan Caturtunggal.

Research Hypothesis Test Results

First Hypothesis (H1)

The test results in Table 6. show that the path coefficient value of the direct influence of transformational leadership style on employee performance (p1) is positive 0.739 with a probability value (sig.) = 0.000 which is smaller than the significance level (α) = 0.05, so it can be concluded that The transformational leadership style directly has a positive and significant effect on employee performance, which means that the better the leader's transformational leadership style, the higher the employee's performance. Thus, the first hypothesis which states that there is a direct influence of transformational leadership style on the performance of the employees of Kalurahan Condongcatur and Kalurahan Caturtunggal, Depok, Sleman, DIY can be proven. This means that H1 in this study is accepted.

Second Hypothesis (H2)

The results of the Sobel test in Table 6. show that the path coefficient value of the indirect influence of transformational leadership style on employee performance through motivation (p4) is positive 0.810 with a probability value (sig.) = 0.000 which is smaller than the significance level (α) = 0, 05, so it can be concluded that the transformational leadership style indirectly has a positive and significant effect on employee performance through motivation, which means that if the transformational leadership style of the leader is getting better, the impact on motivation is high so that employee performance is ultimately also higher. Thus, the second hypothesis which states that there is an indirect effect of transformational leadership style on the performance of employees of Kalurahan Condongcatu and Kalurahan Caturtunggal, Depok, Sleman, DIY which is mediated by motivation can be proven. This means that H2 in this study is accepted.

Third Hypothesis (H3)

The results of the different tests in Table 7. show that most of the respondents who work in the Condongcatu Village give an assessment of the transformational leadership style of the lurah including the very good category as many as 29 people (33.0%), as well as most of the respondents who work in the Caturtunggal Village provide an assessment of the leadership style The transformational village heads are in the very good category as many as 34 people (38.6%) with a significance value (Sig.) or p value from the chi square test results of 0.356 which is greater than the significance level (α) = 0.05. These results can be concluded that there is no difference in the transformational leadership style of the lurah in the Condongcatu and Caturtunggal sub-districts.

The results of the different tests in Table 8. show that most of the respondents who work in the Kalurahan Condongcatu gave an assessment of employee motivation including the high category as many as 32 people (36.4%), as well as most of the respondents who worked in Kalurahan Caturtunggal gave an assessment of employee motivation including the high category as many as 28 people (31.8%) with a significance value (Sig.) or p value from the chi square test results of 0.519 which is greater than the significance level (α) = 0.05, it can be concluded that there is no difference in employee motivation in the Kalurahan Condongcatu and Kalurahan Caturtunggal.

The results of the different tests in Table 9. show that most of the respondents who work in the Kalurahan Condongcatu gave an employee performance appraisal including the high category as many as 27 people (30.7%), while most of the respondents who worked in the Kalurahan Caturtunggal gave an assessment of employee performance in the very high category. as many as 27 people (30.7%) with a significance value (Sig.) or p value from the results of the chi square test of 0.048 which is smaller than the significance level (α) = 0.05, it can be concluded that there are differences in employee performance in Kalurahan Condongcatu as well as Caturtunggal Village.

Based on the result of the overall difference test, it can be concluded that there is no difference in leadership style and motivation of employees in Kalurahan Condongcatu and Kalurahan Caturtunggal, but there are differences in employee

performance in Kalurahan Condongcatur and Kalurahan Caturtunggal, so the third hypothesis of this research states that there are differences in transformational leadership styles, motivation, and the performance of employees in the Caturtunggal and Condongcatur sub-districts, Depok, Sleman, DIY was not proven. This means that H3 in this study was rejected.

4. Discussion

The influence of transformational leadership style on the performance of the employees of Kalurahan Condongcatur and Caturtunggal, Sleman Regency

The results showed that the transformational leadership style directly had a positive and significant effect on the performance of the Kalurahan Condongcatur and Caturtunggal employees, Sleman Regency. This means that if the transformational leadership style of the sub-district head in Condongcatur and Caturtunggal sub-districts of Sleman Regency to employees is getting better, then the performance of the employees of Condongcatur and Caturtunggal Villages in Sleman Regency is getting better. high. Thus, the first hypothesis which states that "there is a direct influence of transformational leadership style on the performance of employees of Kalurahan Condongcatur and Kalurahan Caturtunggal, Depok, Sleman, DIY" can be proven. This means that H1 in this study is accepted.

Based on the findings of this study, it is known that if the behavior of the leader is increasingly exemplary by his employees, the leader is more appreciative of the opinions expressed by his employees, the leader is increasingly being used as a role model by his employees, the leader is increasingly inspiring his employees to work, the leader is increasingly able to create ideas to solve problems, the leader is increasingly often help employees who have difficulty when carrying out their work, and leaders pay more attention to every complaint submitted by their employees, then the quality of employee work is more in line with stakeholder expectations, work completion by employees is increasingly exceeding the predetermined targets, the faster employees complete the work, employees are more punctual in providing services according to community demand, more responsive to service needs, employees are more punctual in completing work, employees are more enthusiastic about helping leaders and colleagues, employees are increasingly coming to the office on time, employees are increasingly responsible for their work, and employees are increasingly able to cooperate with other employees so that work is completed quickly.

The results of this study are in accordance with the results of previous studies from Kharis (2015), Hee et al., (2018), Magdalena et al., (2016), as well as Anam and Mukaffi (2020) have found that transformational leadership style has a positive effect on employee performance, which means that the better the transformational leadership style is carried out by the leadership in the organization or company, the higher the employee performance will be.

The influence of transformational leadership style on the performance of Kalurahan Condongcatur and Caturtunggal employees in Sleman district through motivation

The findings of this study show that the transformational leadership style has a positive and significant effect on employee performance through motivation. This statement is supported by the results in this study which revealed that by including the variable motivation, transformational leadership style variables directly or indirectly have a positive and significant effect on employee performance, it is stated that partial mediation occurs. Partial mediation in this research occurs because the coefficient value of the direct influence of leadership style on employee performance (0.739) is smaller than the coefficient of indirect influence of leadership style on employee performance through motivation (0.810).

The findings of this research indicate that there is partial mediation, which means that the more leadership behavior can be imitated by their employees, the more leaders respect the opinions expressed by their employees, the more leaders can be used as role models by their employees, the more leaders inspire their employees to work, the leaders are more able to create ideas to solve problems. , the more often the leadership helps employees who have difficulty when doing their work, and the more the leadership pays attention to any complaints submitted by their employees, the higher the desire for employees to achieve success in the agency, the more employees enjoy the challenges at work, and the higher the desire to work. employees get prestige and pride in the agency where they work, so that the impact on the completion of work by employees increasingly exceeds the predetermined target, the faster the employee completes the work, the employee is more punctual u in providing services according to public demand, the more responsive to service needs, employees are more punctual in completing work, employees are more enthusiastic about helping leaders and co-workers, employees are increasingly coming to the office on time, employees are increasingly responsible for their work, and employees more able to cooperate with other employees so that the work is completed quickly.

The findings of this research are in line with the results of previous research conducted by Novianti (2017), Sapta and Landra (2020), Anam, and Mukaffi (2020), and Martha et al., (2020) which concluded that motivation is a mediating variable from the influence of style. transformational leadership on employee performance, which means that the better the application of the transformational leadership style by the leadership to its employees in the organization, the higher the motivation of employees which in turn results in higher employee performance. This means that motivation strengthens the influence of transformational leadership style on employee performance.

Differences in transformational leadership styles, motivation, and employee performance in Condongcatur and Caturtunggal sub-districts, Sleman district

Based on the overall findings of the different test results, it can be concluded that there are no differences in leadership styles, and employee motivations in Kalurahan Condongcatur and Kalurahan Caturtunggal, but there are differences in employee performance in Kalurahan Condongcatur and Kalurahan Caturtunggal, so the third hypothesis of this research states "there are differences in transformational leadership styles , motivation, and employee performance in Kalurahan Caturtunggal and Kalurahan Condongcatur, Depok, Sleman, DIY were not proven. This means that H3 in this study was rejected.

There is no difference in the leadership style of the village heads in Caturtunggal and Condongcatur villages because they both have an adult age. The more mature a person is or the more mature the age of a leader, the wiser they are in leading, and the more they inspire and can give a larger portion to employees to develop their potential (Ariestianti, 2018).

There is no difference in employee motivation in Kalurahan Caturtunggal and Kalurahan Condongcatur because most of the employees in both subdistricts have the same level of education, namely bachelor (S1). This statement is supported by the opinion of Jayasman (2013) which states that a person's level of education can affect one's work motivation, this means that the higher the education level of an employee, the more skills, knowledge and attitude changes, so that employee motivation increases. Thora (2004) states that employees who have an adequate level of education certainly have hopes of skyrocketing their careers, so employees tend to have higher work motivation because they have hopes of being able to occupy higher positions. This indicates that if the education level of the employee is at the same level, the employee's work motivation also tends to be the same, so that the higher the level of education of the employee, the higher the employee's work motivation.

The difference in employee performance in the districts of Condongcatur and Caturtunggal is caused by years of service. The longer the employee's working period, the more mature an employee will be with his job, meaning that the scope of the work he is doing has been mastered well, so the better the mastery of the employee in carrying out his work, the higher the employee's performance will automatically (Siagian, 2015). This statement is in accordance with the opinion expressed by Dressler (2017) that the longer the employee's working period, the better and the more technical skills and cognitive (thinking) abilities that employees have to carry out their work, so that in the end the performance produced by employees increases. This shows that if the employee's tenure tends to be short, then the employee's performance also tends to be low, and conversely if the employee's tenure is longer, the level of mastery in the job is also higher, so that the impact on employee performance is also getting higher. Thus, it can be concluded that the working period of employees in Caturtunggal sub-district is in fact longer than the employee's tenure in Condongcatur sub-district, so the performance of employees in Caturtunggal sub-district is higher than the performance of employees in Condongcatur sub-district.

5. Conclusion

The conclusions in this study are:

1. The transformational leadership style has a positive and significant effect on the performance of the employees of the Kalurahan Condongcatur and Caturtunggal, Sleman Regency, so that the first hypothesis in this study is accepted/proven.
2. The transformational leadership style has a positive and significant effect on the performance of the employees of the Kalurahan Condongcatur and Caturtunggal, Sleman Regency through motivation, so that the second hypothesis in this study is accepted/proven.

3. There is no difference in transformational leadership style, motivation, and employee performance in the turtunggal and Condongcatur sub-districts, Depok, Sleman, DIY, so the third hypothesis in this study is rejected/not proven.

5.1 Practical Implications

Based on the results of research conclusions in this study, it is known that motivation can mediate the effect of transformational leadership style on performance, therefore increasing motivation can automatically improve employee performance in the future. There are several ways that can be done to increase employee motivation, namely providing additional appropriate and reasonable allowances in accordance with applicable regulations, giving awards in the form of money or certificates, and providing social security for workers such as health insurance and accident insurance, as well as life insurance, providing work facilities. that supports, and creates a conducive work environment so that in the end it can increase or strengthen the influence of leadership style on employee performance through increasing employee work motivation.

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