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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH INFORMATION TECHNOLOGY ADOPTION AS A MODERATING VARIABLE

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Abstract

Objective – This research aims to examine the influence of transformational leadership and work motivation on employee performance with information technology's role as a moderating variable.

Design/Methodology/Approach – The research employs a quantitative analysis method, utilizing non-probability sampling with a saturated sampling method (census) where the entire population is sampled, totalling 49 respondents. The analysis technique used is Smart Partial Least Square version 4.1.

Findings – The results of the study indicate that transformational leadership has a positive and significant impact on employee performance, work motivation has a positive and significant effect on employee performance, the role of information technology has a negative and non-significant moderating effect on the influence of transformational leadership on employee performance, and the role of information technology has a positive and significant moderating effect on the influence of work motivation on employee performance.

Conclusion and Implications – The transformational leadership and motivation positively influence employee performance. The role of technology adoption as a moderating variable can only affect to relationship between transformational leadership and employee performance. Moreover, for future research, it is suggested to make information technology's role an independent variable directly affecting employee performance.

Keywords: Transformational Leadership, Work Motivation, Role of Information Technology, Employee Performance

INTRODUCTION

The role of information technology in various sectors helps organizations or companies achieve their goals to meet the desired targets set by the entity. The development of the industrial revolution serves as a foundation for governments to transform by adopting technology, one of which is the implementation of electronic-based government systems. This shift transforms traditional bureaucracy towards greater

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efficiency, transparency, and increased participation from the public. It is hoped that information technology will simplify and speed up public services. The rapid advancement of technology requires human resources capable of adapting to and operating such technology (Dwi, 2018). Currently, Indonesia has entered the era of the Fourth Industrial Revolution, which is changing human lifestyles and work patterns. Therefore, the ability of employees to utilize the technology they possess significantly influences their performance (Nurjaya et al., 2021). The Fourth Industrial Revolution is an era that emphasizes mastery of the latest technology and globalization, which increasingly erases territorial boundaries between countries and other economic limitations, demanding readiness from a country's resources. The Fourth Industrial Revolution has been predicted since 2022 to change almost all industrial and labor structures. Around 75 million jobs will disappear, but the number of new jobs emerging will be much higher, around 133 million (World Bank, 2019). This industrial revolution will have a significant impact; high-tech organizations or companies will almost not require human labour, except for highly skilled workers capable of operating the technology required by the organization or company. In the era of the Fourth Industrial Revolution, organizations or companies face challenges to adapt to technological changes and optimize the use of technology to improve efficiency and productivity of employees in an organization or company. In this context, the Hasnur Centre Foundation has responded to the challenges of the Fourth Industrial Revolution by adapting to changes and optimizing the use of technology, such as the Digitalize unit dedicated to the development of information technology.

One form of dedication to Banua and the Nation from the Hasnur Centre Foundation (YHC) is a unit named Digitaliz. The business model of Digitaliz focuses on developing web-based software and Android applications with two development paths: digital products and custom projects. Digital products involve the development of software whose ideas originate from the internal team, considering market prospects and its impact on many people. These are typically multi-user or generic websites or Android applications that can be customized based on client identities. On the other hand, custom projects entail the development of software based on specific company or institutional needs. The term "Digitaliz" itself is an adaptation from the English word "Digitalize," which means digitizing. This aligns with the vision of the Hasnur Centre Foundation to digitize Banua. The Hasnur Centre Foundation (YHC) chooses to dedicate its service to Banua through digital means by developing a business unit specialized in information technology development (Hasnur Centre Foundation, 2023). Every organization, like Digitaliz within the Hasnur Centre Foundation, requires human resources capable of managing the workflow within the organization or company. Without the right support and cooperation from employees in terms of quantity, quality, strategy, and functionality, organizations or companies cannot exist, grow, or progress (Afiani et al., 2019). The social aspect of the digitalization process is marked by unprecedented levels of personal and professional connectivity due to the digital era. The internet and information technology enable faster and easier connectivity in both personal and professional lives. The digital era has also given rise to many new professions that require digital skills. Digital transformation has revolutionized the workplace, with remote work or working online being a characteristic of the current digital transformation in the workforce. Leadership is crucial in implementing digital transformation within a company or organization, making it important for companies to employ transformational leadership to thrive and grow in the digital era.

In the digital age, leaders must be prepared with digital and emotional agility to work in unpredictable and complex environments, similar to the industrial era when embracing technology. Transformational leadership is a leadership style that can motivate followers to carry out and manage

their own interests for the benefit of the company or organization through individual consideration, intellectual stimulation, and idealized influence, all of which will result in extra effort from workers for better foundation effectiveness (Robbins P. Stephen, 2018). Leaders who can translate the vision and mission to their employees will naturally become role models, respected, and trusted. Moreover, such leaders will become mentors who can provide motivation to continue working and be more innovative, thus resulting in good and effective employee performance. This represents the influence of transformational leadership on employee performance through innovative mediation in work. This is reinforced by research conducted by Ausat et al. (2022) and Novandalina et al. (2023), their studies found that transformational leadership style, which is based on influencing employees to do better, will result in commitment and produce good performance outputs. In addition to transformational leadership, motivation also plays an essential and inseparable role in influencing employee performance. According to Sedarmayanti (2009), lower-level needs, such as ensuring survival and security, initially dominate. When these lower-level needs are met, individuals become motivated to pursue higher-level needs. Although all individuals have the same needs, the dominance of these needs can vary, and unmet needs will become motivators.

Performance reflects an employee's abilities and skills in a specific job, which will impact the company's rewards. Performance is the result of a process that is referenced and measured over a specific period based on predetermined terms or agreements (Susanto, 2021). Moreover, an employee's performance shows the extent and amount of their contribution to the company or foundation. Employee performance significantly influences a company's progress because it is crucial in the foundation's efforts to achieve its goals. If employees have good performance, it will undoubtedly benefit the company; conversely, if employee performance is low, the company will face difficulties and losses in achieving its goals. Employee performance is influenced by several factors, including the employee's ability to operate technology. Technology is a set of tools that humans can use or exploit to simplify various types of work (Muzakki et al., 2016). Previous research also indicates that the use of technology in the workplace greatly affects the quality and quantity of employee performance in a company (Sawitri, 2016). Moreover, employee performance is also the level of work results achieved by employees in meeting the job requirements given to them. Employee performance needs to be seriously considered by a company because it, along with its various aspects, has a direct impact on the overall performance of the company. Information technology can strengthen the influence of transformational leadership and motivation on employee performance. This is because information technology can help leaders convey their vision and mission more clearly and attractively, increase employee participation and contribution, create a more productive and innovative work environment, and also motivate employees more effectively.

The success of a business in achieving its goals is determined by several factors. One of the most important factors is the human resources involved in the company, working and contributing to the company to influence its development. Especially now, fierce competition in various business fields requires every company to enhance the effectiveness of its operational activities to maintain its business amidst the emergence of new competitors. This intense competition is due to technological advancements, making it much easier to establish new businesses.

The graphical representation and average performance assessment table of the Digitaliz Unit YHC employees above show a significant increase in 2022, while in 2023, the Digitaliz unit experienced a decline. When compared to 2022, which saw a significant increase, 2023, especially when viewed monthly, had March and April ratings dropping to "fair" and even in 2023, many were stuck at the "fair" level, ranging from 7.5-8.5. Compared to the previous year, the average score in

2023 has decreased. Thus, it's possible that the performance of the Digitaliz Unit Yayasan Hasnur Centre in the subsequent years might lag behind competitors in the same field, especially in this Industry 4.0 era where good employee performance is crucial. The decline in the previous year is suspected to be influenced by various factors, such as leadership styles that haven't quickly adapted, and a lack of encouragement for employees to prepare for the Industry 4.0 era. Additionally, the importance of information technology cannot be understated, as many competitors are leveraging it to streamline their work processes. Therefore, in the employee performance assessment criteria, there needs to be an evaluation and improvement in performance management to boost employee ratings. Transformational leadership styles should be adopted for quicker adaptation to information technology, and work motivation needs to be enhanced to foster self-development among employees, enabling them to master information technologies like Artificial Intelligence and others to improve employee performance. Even with recommendations from previous research conducted by Arswin Aras and colleagues in 2022, using technology as a moderating variable in the research process, it was found that the results have not yet proven to moderate the independent variable towards the dependent one. It is hoped that in the future, this can be used to prove whether technology can moderate transformational leadership and work motivation towards employee performance. Therefore, the author included two variables in the study by adding transformational leadership and work motivation, expecting that they will significantly influence employee performance in the industry 4.0 era with information technology playing a moderating role.

This study aims to examine whether the presence of technology influences the strength or weakness of transformational leadership and motivation towards employee performance, so that differences can be seen before and after the role of information technology in affecting transformational leadership and work motivation towards employee performance. Likewise, it tests whether this research has significant implications for leaders and units within companies or organizations. The results of this study can provide a better understanding of the role of information technology in moderating transformational leadership and work motivation towards employee performance, as well as how transformational leadership and work motivation can be used to enhance employee performance.

METHODS

This research uses a quantitative method, which focuses on objective measurement towards social phenomena, and data collection is done using research instruments. Data analysis is quantitative/statistical in nature (Sugiyono, 2016). According to Sugiyono (2017), a population is a generalization area that consists of objects/subjects with specific qualities and characteristics determined by the researcher to be studied and then drawn conclusions from. Thus, the population is not only people but also other objects and natural entities. The population also does not merely refer to the number of objects/subjects being studied but encompasses all the characteristics or traits possessed by those subjects or objects. The population in this research is the units within Yayasan Hasnur Centre, which includes all the employees of Digitaliz, totaling 49 individuals (5 managerial positions and 44 employees). In this research, a non-probability sampling technique is used, specifically the method of complete sampling (census). Sugiyono (2013) explains that the complete sampling technique is a sampling method where all members of the population are used as samples. The author chose the complete sampling technique because the population size is relatively small, allowing all members of the population (49 individuals) to be taken as samples.

Table 1. Detail of the Number of Managers and Employees in the Digitaliz Unit

No	Job Position	Total
1	Manager per posisi	5
2	Web Developer	12
3	UI/UX Designer	8
4	Graphic Designer	7
5	Videographer	10
6	Photo, Videographer & Streamer	7
	Employee total	49

RESULTS AND DISCUSSION

Respondent characteristics are needed to describe the respondents who are the subjects in this study. This research aims to find out the relationship between response characteristics and employees at the Digitalization Unit of the Hasnur Centre Foundation. The first step to answer this and achieve the research objectives is to determine the population and sample. In the delivery of 49 questionnaires distributed, all respondents completed the questionnaire. The responses are then analyzed based on the information provided. This information includes personal identity, which includes age, last education, gender, and length of work of the respondent through the questionnaire that has been distributed. The results of the identification of the identity of the response agent are described in detail as follows:

Table 2. Characteristics of Respondents

Age	**Amount**	**(%)**
17-25	18	36%
25-33	20	41%
33-41	7	15%
41-49	4	8%
Total	49	100%
Education	**Amount**	**(%)**
Diploma	29	60%
Strata 1 (Sarjana)	15	30%
Strata 2 (Magister)	5	10%
Total	49	100%
Period of Employment	**Amount**	**(%)**
1-5 tahun	29	60%
6-10 tahun	15	30%
11-15 tahun	5	10%
Total	49	100%

Based on the Table 2, the respondents are categorized into two genders, male and female. From the data collected from 49 respondents, the gender composition is as follows: 30 respondents or 61% are male, and the remaining 19 respondents or 39% are female, as shown in Table 2. This indicates that male employees outnumber female employees. Respondents' characteristics based on age are categorized into five groups: 17-25 years, 25-33 years, 33-41 years, 41-49 years, and over 49 years old. From the data collected from 49 respondents, the age composition is as follows: 18 individuals or 36% are aged 17-25 years, 20 individuals or 41% are aged 25-33 years, 7 individuals or 15% are aged 33-41 years, 4 individuals or 8% are aged 41-49 years, and no one is over 49 years old.

The results shown in Table 2 indicate that the majority of employees in the Digitaliz Unit are aged between 25-33 years. Respondents' characteristics based on highest education level are categorized into six groups: MA, High School, Diploma, Bachelor's (S1), Master's (S2), and Doctorate (S3). It was found that no one or 0% has an MA and High School education level, 29 individuals or 60% have a Diploma education level, 15 individuals or 30% have a Bachelor's degree (S1), 5 individuals or 10% have a Master's degree (S2), and no one or 0% has a Doctorate (S3) degree. Thus, the results from Table 4.1 indicate that the majority of employees in the Digitaliz Unit of Yayasan Hasnur Centre have a Diploma education level. Respondents' characteristics based on length of employment are categorized into five groups: 1-5 years, 6-10 years, 11-15 years, 16-20 years, and over 20 years. From the data collected from 49 respondents, the tenure composition is as follows: 29 individuals or 60% have been employed for 1-5 years, 15 individuals or 30% have been employed for 6-10 years, 5 individuals or 10% have been employed for 11-15 years, and no one has been employed for 16-20 years or over 20 years. Thus, the results from Table 4.2 indicate that the majority of employees in the Digitaliz Unit of Yayasan Hasnur Centre have been employed for 1-5 years.

Model evaluation in PLS is carried out using a two step approach, namely two steps where evaluating the measurement model to obtain adequate requirements and continuing with structural model evaluation to evaluating model quality. Reflective and formative measurement model evaluations have different evaluation measures.

Table 3. Evaluation of the Measurement Model/Outer Model

Contruct	Indicator	Item Reability	Convergent Validity		
		loading	CR	Alpa	AVE
Transformational Leadership	KT.1	0,849	0,908	0,894	0,759
	KT.2	0,815			
	KT.3	0,919			
	KT.4	0,897			
Work Motivation	MK.1	0,909	0,880	0,877	0,732
	MK.2	0,852			
	MK.3	0,828			
	MK.4	0,831			
Information Technology Adoption	PTI.1	0,904	0,911	0,872	0,717
	PTI.2	0,801			
	PTI.3	0,836			
	PTI.4	0,843			
Employee Performance	KK.1	0,877	0,890	0,880	0,738
	KK.2	0,842			
	KK.3	0,941			
	KK.4	0,767			

Source: Data processed using SmartPLS 4.1, 2024

From Table 3, Factor Loading (LF) or outer loading is the correlation between each measurement item and variables. This measure describes how well the item reflects/describes variable measurements. Rule of thumb, Hair et al (2021), using LF ≥ 0.70 can be accepted, so it can be seen in table 3 that each indicator used is valid because the value of outer loading is > 0.7. Apart from that, the variable is said to be valid because it meets the Composite Reliability criteria > 0.7 and meets Cronbach's alpha also > 0.7. Average variance extracted (AVE) is the average variation of

each measurement item contained by the variable. How far as a whole variable can explain variations in measurement items, research results show an AVE value ≥ 0.50.

Table 4. Discriminant Validity of Constructs

Variables	KT	KK	MK	PTI
Discriminant Validity: Fornnel–Larcker Criterion				
KK	0.859			
KT	0.728	0.871		
MK	0.714	0.520	0.856	
PTI	-0.342	-0.338	-0.241	0.847
Heterotrait–Monotrait Criterion (HTMT)				
KT				
KK	0,809			
MK	0,573	0,810		
PTI	0,368	0,363	0,276	
PTI x KT	0,112	0,079	0,092	0,376
PTI x MK	0,053	0,117	0,044	0,386

Source: Data processed using SmartPLS 4.1, 2024

From Table 4, Henseler and Sarstedt (2014) namely HTMT (Heterotrait Monotrait Ratio) with a recommended value below 0.85 or below 0.90, it can be interpreted that the measurement values of each indicator with the variable do not have high correlation, as the heterotrait-monotrait ratio (HTMT) value is < 0.90. It can be understood that if HTMT < 0.90, it is very good in determining discriminant validity between pairs of indicators.

Table 5. Evaluation of the Structural Model/Inner Model

Construct	Inner VIF
Transformational Leadership	1.495
Work Motivation	1.393
Information Technology Adoption x Transformational Leadership	1.608
Information Technology Adoption x Work Motivation	1.603

Source: Data processed using SmartPLS 4.1, 2024

If inner VIF > 5 then there is suspicion of multicollinearity. However, in Hair et al. (2017) a VIF value between 3-5 has the potential for multicollinearity to occur and the ideal is if VIF < 3. Multicollinearity examination in this study with a VIF value < 3 means there is no multicollinearity. However, based on Table 5, since all VIF values are below 3, it can be concluded that there is no collinearity issue among the predictor constructs (an issue commonly faced when predicting coefficients in linear regression models).

Table 6. Path Coefficient & Specific Indirect Effects

Hypotheses	Original Sample	T Statistics	P Values	Results
Transformational Leadership -> Employee Performance	0,434	4,828	0,000	Accepted
Work Motivation -> Employee Performance	0,467	3,913	0,000	Accepted
Information Technology Adoption x Transformational Leadership -> Employee Performance	-0,137	1,298	0,194	Rejected
Information Technology Adoption x Work Motivation -> Employee Performance	0,277	2,030	0,042	Accepted

Source: Data processed using SmartPLS 4.1, 2024

Based on the data obtained, the results can be seen through testing using T-statistics as follows: Significant level of 0.05 and degrees of freedom based on the following formula:

$Df=n-k-1$

$Df=49-4-1$

$Df=44$

From the given criteria, the T-table value is found to be 1.68. Based on Table 6, the hypotheses for this study are as follows:

H1: Transformational leadership has a positive effect on employee performance at the Digitaliz Unit of Hasnur Centre. From the analysis results, it is found that the T-Statistics value of 4.828 > 1.68 and P-value of 0.000 < 0.05. Therefore, with a positive and significant value in the original sample, it can be interpreted that H1 is accepted.

H2: Work motivation has a positive effect on employee performance at the Digitaliz Unit of Hasnur Centre. From the analysis results, it is found that the T-Statistics value of 3.913 > 1.68 and P-value of 0.000 < 0.05. Therefore, with a positive and significant value in the original sample, it can be interpreted that H2 is accepted.

H3: Information technology adoption significantly moderates the effect of transformational leadership on employee performance at the Digitaliz Unit of Hasnur Centre. From the analysis results, it is found that the T-Statistics value of 1.298 < 1.68 and P-value of 0.194 > 0.05. Therefore, with a negative and non-significant value in the original sample, it can be interpreted that H3 is rejected.

H4: Information technology adoption has a positive moderating effect on the influence of work motivation on employee performance at the Digitaliz Unit of Hasnur Centre. From the analysis results, it is found that the T-Statistics value of 2.030 > 1.68 and P-value of 0.04 < 0.05. Therefore, with a positive and significant value in the original sample, it can be interpreted that H4 is accepted.

Evaluation of model quality can be seen from several measures, namely:

R square according to Hair et al (2019), R square values of 0.75, 0.50 and 0.25 mean substantive (high), medium and weak influence. The R-Squared value for employee performance is

0.730, indicating that transformational leadership and work motivation together influence employee performance by 73%, which means that this value has a substantive (high) influence. Meanwhile, other variables not mentioned in this study have an influence of 27%. The value of Prediction Relevance (Q) is greater than 0 (zero), specifically 0.501, indicating that it has predictive relevance. The obtained F-Square value is above, indicating that the effect size is quite large on employee performance with a criterion of F-Square > 0.025, meaning each variable can contribute significantly to employee performance. The calculation results show that the GoF model value is 0.733, which is included in the high GoF category. Empirical data is able to explain measurement models and measurement models with a high degree of suitability. The SRMR value is 0.084 with the criteria for an SRMR value < 10, so the model is declared fit. According to (Hair et al, 2021) an SRMR value below 0.08 indicates a fit model. However, another opinion, namely (Schermelleh et al, 2013), states that an SRMR of less than 0.10 is still acceptable.

Table 7. PLS Predict

Measurement Items	PLS-SEM RMSE	PLS-SEM MAE	LM RMSE	LM MAE
KK1	0.629	0.785	0.778	0.623
KK2	0.636	0.456	0.854	0.623
KK3	0.618	0.474	0.680	0.513
KK4	0.988	0.491	1.664	0.953

Source: Data processed using SmartPLS 4.1, 2024

Based on table 7, out of 4 RMSE and MAE measurement items for PLS and LM models, there are 4 RMSE measurement items for the PLS model with lower values than the LM model, while for MAE, there are 3 with lower values than the LM model (linear regression). This suggests that the proposed PLS model has medium predictive strength because not all MAE values of the PLS model are lower than the LM model, hence it can be concluded that some are indicated as medium predictive strength.

CONCLUSION

Based on the results of the analysis and data processing conducted in this research, as well as the explanations in the previous chapters regarding the influence of transformational leadership and work motivation on employee performance with information technology as a moderating variable (a study at the Digitaliz unit of Yayasan Hasnur Centre), the following conclusions can be drawn:

Transformational leadership has a positive and significant influence on employee performance in the Digitaliz unit of Yayasan Hasnur Centre. This means that a positive value indicates that when transformational leadership is applied, employee performance will increase. Work motivation has a positive and significant influence on employee performance in the Digitaliz unit of Yayasan Hasnur Centre. This means that a positive value indicates that when work motivation is implemented and fulfilled, employee performance will increase. Information technology does not strengthen or weaken the influence of transformational leadership on employee performance in the Digitaliz unit of Yayasan Hasnur Centre because the test results do not meet the two criteria; in other words, technology is not a moderating variable in this study. Information technology can moderate the relationship between work motivation and employee performance in the Digitaliz unit of Yayasan

Hasnur Centre. With a positive and significant value, this means that technology can strengthen the relationship between work motivation and employee performance, indicating that when technology is implemented and fulfilled, work motivation will increase, leading to improved employee performance.

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