

The Influence of Transformational and Transactional Leadership on Employee Performance Moderated by Social Support

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Abstract

The purpose of this study is to determine whether there is an influence of transformational and transactional leadership styles on employee performance with social support as a moderating variable. This type of research uses quantitative methods with a sample size of 45 respondents. Sources of data obtained in this study from distributing questionnaires (primary data). The data analysis technique used in this study uses path analysis. The results of the study show that the transformational leadership style has a positive but not significant effect on employee performance. Likewise, the transactional leadership style has a positive but not significant effect on employee performance. Social support is not able to moderate the transformational leadership style on employee performance. In addition, social support is able to moderate the transactional leadership style on employee performance as a moderating variable.

Keywords: *Employee performance, Transformational leadership, Transactional leadership, social support.*

Abstrak

Tujuan penelitian ini adalah untuk mengetahui apakah terdapat pengaruh gaya kepemimpinan transformasional dan transaksional terhadap kinerja karyawan dengan dukungan sosial sebagai variabel moderasi. Jenis penelitian ini menggunakan metode kuantitatif dengan jumlah sampel sebanyak 45 responden. Sumber data yang diperoleh dalam penelitian ini dari penyebaran kuesioner (data primer). Teknik analisis data yang digunakan dalam penelitian ini menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional berpengaruh positif namun tidak signifikan terhadap kinerja pegawai. Begitu pula dengan gaya kepemimpinan transaksional berpengaruh positif namun tidak signifikan terhadap kinerja pegawai. Dukungan sosial tidak mampu memoderasi gaya kepemimpinan transformasional terhadap kinerja pegawai. Selain itu, dukungan sosial mampu memoderasi gaya kepemimpinan transaksional terhadap kinerja pegawai sebagai variabel moderasi.

Kata Kunci: Kinerja karyawan, kepemimpinan transformasional, kepemimpinan transaksional, dukungan sosial

INTRODUCTION

Employees are a resource in a company and are often referred to as the spearhead of achieving company goals. Therefore, companies need employees who have high performance in order to achieve

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their business goals. One important element in efforts to improve employee performance is a leader who can influence subordinates and involve them actively in achieving these goals through appropriate leadership styles. For this reason, organizations need leaders who are able to bring about change to produce good cooperation between leaders and subordinates (Prayudi, 2020). Mangkunegara (2017) explains that performance is the result of work in quality and quantity achieved by an employee carrying out his duties in accordance with the responsibilities given to him. So, what is meant by quality is the level of good and bad results obtained, while quantity is the amount obtained from work. One important element in efforts to improve employee performance is a leader who is able to influence his subordinates and actively involve subordinates in achieving these goals through an appropriate leadership style. According to Robbins & Judge (2015) leadership is the direct and indirect direction for employees to do work. The relationship between employee performance and leadership style influences the achievement of an organization's goals. The role of the leader in a company determines the achievement of company goals. This study uses the type of leadership styles such as transactional and transformational. According to Robbins (2010) states that transactional leadership is a leader who provides an exchange through rewards to get obedience for what they have done. Robbins (2010) also stated that the transformational leadership style is a type of leader who inspires followers to put aside their personal interests and has extraordinary influencing abilities. In addition to transformational and transactional leadership styles, social support is also important in efforts to improve employee performance. According to Benjamin (1983) Social support is real assistance or behavior provided by people who are familiar with the subject in their social environment or in the form of presence and things that can provide emotional benefits or influence behavior. recipient.

Sengkaling Recreation Park is a company engaged in Tourism Services. Based on data obtained from Sengkaling Recreation Park, Sengkaling Recreation Park Tourism from 2017 has experienced a decline in performance. This can be seen from the small number of visitors which are decreasing every year. This can be seen in the following graphic image:

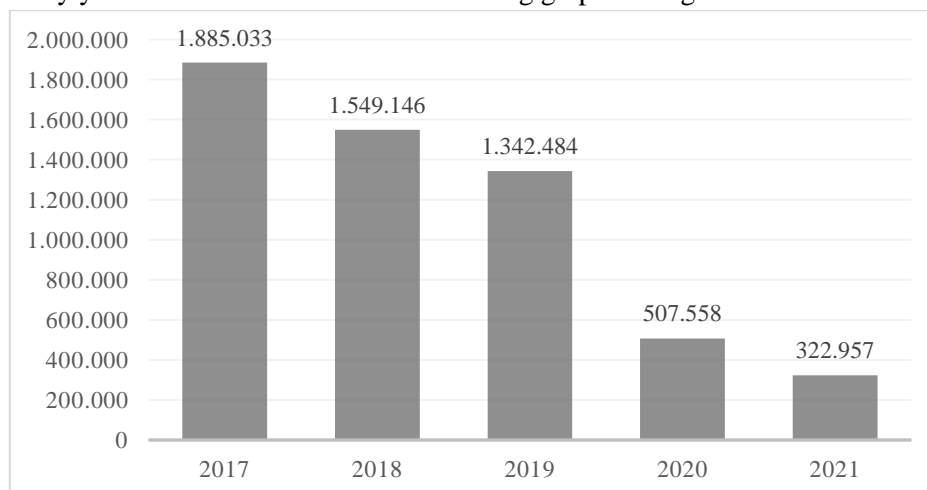


Figure 1. Number of Visitors to Sengkaling Recreation Park 2017-2021

Based on figure 1 it can be seen that in 2017 the number of visitors was 1,885,033 and in 2018 it was 1,549,146 so it can be seen that in 2017-2018 it has decreased by 335,887 and in 2018 to 2021 it has also decreased. However, in 2020 and 2021 the number of visitors has decreased significantly from previous years. Performance measurement can be seen in terms of quantity as in the number of visitors. At this research location, there was a decrease in the number of visitors so there was a decrease in

employee performance at Sengkaling Recreation Park. From the explanation above, employee performance itself is an achievement of organizational goals contained in the number of employees. Therefore, the purpose of this study is to determine whether there is an influence of transformational and transactional leadership styles on employee performance with social support as a moderating variable.

LITERATURE REVIEW

The definition of employee performance according to Mangkunegara (2017) explains that performance is the result of work in quality and quantity achieved by an employee carrying out his duties in accordance with the responsibilities given to him. Employee performance indicators namely quality, quantity, and timeliness. According to Robbins (2010), transformational and transactional leadership styles are leaders who stimulate and inspire their subordinates to achieve extraordinary results. Indicators of transformational leadership style are charisma, inspirational motivation, and intellectual stimulation. The transactional leadership style is the leader who leads by using social exchange (or transactions). Transactional leaders direct or motivate their subordinates to work towards goals by rewarding them or their productivity. Transactional leadership style indicators are contingent reward, active exception management, and passive exception management. In addition, social support is defined by Benjamin (1983) as verbal or non-verbal information, advice, real help, or behavior provided by people who are familiar with the subject in their social environment or in the form of presence. and things that can provide emotional benefits or affect the behavior of the recipient, as well as where the assistance is generally obtained by people who are significant to the individual concerned. Indicators of social support are attachment, social integration, reassurance of worth, and reliable alliance.

According to Robbins (2010) transactional leaders direct or motivate their subordinates to work towards achieving goals by rewarding them or productivity so that employee performance is more optimal. Meanwhile, transformational leaders are leaders who stimulate and inspire their subordinates to achieve extraordinary performance results. The form of leadership style applied in an organization may affect employee performance. The existence of a leadership style that is appropriate to the situation and conditions of the organization so that employees will be more enthusiastic in carrying out their duties and obligations and have the hope of fulfilling their needs. According to the results of research conducted by Oktora *et al.* (2017) states that transformational and transactional leadership styles have a significant effect on employee performance. The results of this study support the opinion above according to Thamrin (2012), Prayudi (2020) and Adiwantari *et al.* (2019) prove that transformational leadership has a significant positive effect on employee performance. The research conducted Kalsoom *et al.* (2018), Oktora *et al.* (2017), and Jufrizen & Lubis (2020) proves that transactional leadership has a significant positive effect on employee performance, furthermore, transactional leadership style has a very positive correlation with the performance of employees. the research results of Hartono (2013), Tajriani (2019), Dewi (2019) that from this study prove that social support has a significant positive effect on employee performance. According to Benjamin (1983) social support is an advantage through relationships with other people that individuals get. Social support has a positive effect on performance, meaning that the higher the social support given, the better the employee's performance. In addition, Agustin (2010) states that significant social support can positively improve employee performance. According to the results of research conducted by Puspitasari (2018) states that social support has a significant positive effect on employee performance. Furthermore, it is proven from the research results

of Puspitasari (2018), Adnyaswari & Adnyani (2017), and Muhaimin *et al.* (2013) that this study proves that social support has a significant positive effect on employee performance. This means that the greater the social support, the employee's performance will also increase. Based on the explanation above, it was found that the hypotheses proposed in this study include:

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

H2: Transactional leadership style has a positive and significant effect on employee performance

H3: Social support has an effect on employee performance

H4: Social support moderates the effect of transformational leadership style on employee performance

H5: Social support moderates the influence of transactional leadership style on employee performance

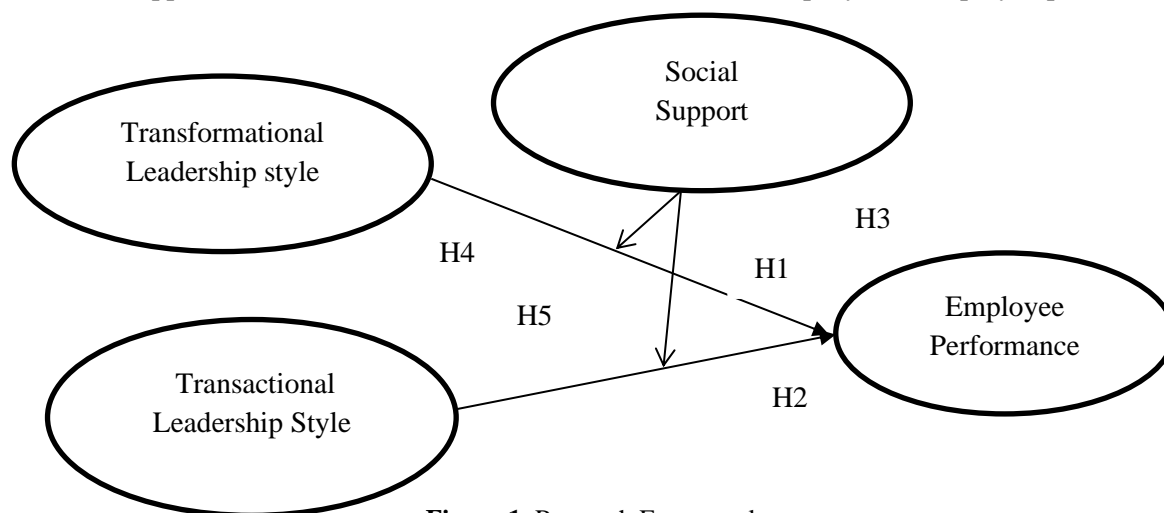


Figure 1. Research Framework

RESEARCH METHODS

This type of research uses quantitative methods. The object of this research was conducted at Sengkaling Recreation Park which is located at Jl. Raya Mulyoagung No. 188, Dau sub-district, Malang district, East Java province. The population used in this study were all 45 employees of Sengkaling Recreation Park. The sampling technique in this study used a saturated sampling technique, a saturated sample is a sampling technique when all members of the population are used as samples. The data collection method used is to use questionnaires that are distributed directly to employees according to a predetermined sample. Measurement of the data used in this study using a 5-point interval Likert scale. The analysis tool used is path analysis using SmartPLS.

RESULTS AND DISCUSSION

The results of the characteristics of the respondents showed that the number of male employees in this study was more numerous, with an age range of 41>50 years. by the vehicle. The demographic details of the respondents can be seen in the following table:

Table 1. Respondent Demography

Information	Items	Respondents	Percentage
Gender	Male	28	62%
	Female	17	38%

Information	Items	Respondents	Percentage
Age	20-30	16	36%
	31-40	11	24%
	41- >50	18	40%
Last Education	High School	33	73%
	Diploma	0	0%
	S1	4	9%
	S2	0	0%
	Other	8	18%
Tenure	< 1	7	16%
	1-3	6	33%
	4-6	4	9%
	> 6	28	62%
Marital Status	Single	11	24%
	Married	34	74%

Source: Data processed (2023)

The validity indicator is seen based on the loading factor. A questionnaire is said to be valid and suitable for use as research data analysis if the value is greater than 0.7 but for research and initial, a value of 0.5 to 0.6 can be considered sufficient, for different flexibility it can be considered useful if the value of the average variance extract (AVE) ≥ 0.5 .

Table 2. Factor Loading Result

Variable	Items	Factor Loading	Explanation
Transformational Leadership	X1.1	0.726	Valid
	X1.2	0.761	Valid
	X1.3	0.738	Valid
	X1.4	0.854	Valid
	X1.5	0.851	Valid
	X1.6	0.888	Valid
Transactional Leadership	X2.1	0.742	Valid
	X2.2	0.780	Valid
	X2.3	0.818	Valid
Employee Performance	Y1	0.784	Valid
	Y2	0.820	Valid
	Y3	0.771	Valid
	Y4	0.640	Valid
	Y5	0.825	Valid
Social Support	Z1	0.753	Valid
	Z2	0.836	Valid
	Z3	0.636	Valid
	Z4	0.832	Valid

Source: Data processed (2023)

Based on the table above, it shows that some constructs or items have a loading factor value above 0.5 and less than 0.6, namely in items Y4 and Z3 which indicates that the item is quite valid. Whereas the other items show a loading factor value above 0.7 which indicates that the item is valid. Furthermore, it can be seen that the value of AVE or Average Variance Extracted, where the variable is said to be valid if the value is more than 0.5, as follows:

Table 3. AVE Result

Variable	Average Variance Extracted (AVE)
Transformational Leadership Style (X1)	0.649
Transactional Leadership Style (X2)	0.609
Employee Performance (Y)	0.594
Social Support (Z)	0.591

Source: Data processed (2023)

In this case, it can be said that the AVE value has met the specified requirements, namely above 0.5, so it can be said that each indicator has been able to reflect its respective variables validly. Furthermore, the measurement stage of the outer model is the reliability test used to measure the level of reliability in the research variables. This measurement can be said to be reliable if it has a Cronbach's alpha value and composite reliability greater than 0.6. The value of Cronbach's alpha and composite reliability can be seen in the table below:

Table 4. Cronbach's Alpha and Composite Reliability

Variable	Cronbach' alpha	Composite Reliability	Note
Employee Performance (Y)	0.828	0.845	Reliable
Transformational Leadership Style (X1)	0.904	0.967	Reliable
Transactional Leadership Style (X2)	0.682	0.695	Reliable
Social Support (Z)	0.767	0.789	Reliable

Source: Data processed (2023)

Based on the table above, it shows that the value of Cronbach's alpha and composite reliability for each variable is more than 0.6. This indicates that the variable can be said to be reliable. Next, looking at R Square aims to see how much the variable is influenced by other variables. The R Square value of the variables in this study can be seen in the following table:

Table 5. R-Square

Variable	R Square
Employee Performance (Y)	0,532

Source: Data processed (2023)

Based on the table above, it shows that the R Square value of the employee performance variable is 0.532 which means that the leadership style variable affects employee performance by 53.2% and the remaining 46.8% employee performance is influenced by other variables outside of this study. Based on the R square value, this research model is included in the moderate category. Path analysis is carried out to see the relationship between variables and other variables, where the test can be seen through the value of the Original Sample (O) and the T-Statistic value to assess the level of significance of the relationship between variables, in which this test is carried out using the bootstrapping method. It can be said to be positive if the significance value is above 1.96 with a significance level of 5%.

Table 6. Path Coefficient Result

Variable	Original Sample (O)	T Statistic	P Values	Note
Transformational → Employee Performance	0.139	0.710	0.478	Not Significant
Transactional → Employee Performance	0.065	0.375	0.708	Not Significant
Social Support → Employee Performance	0.586	4.264	0.000	Significant

Variable	Original Sample (O)	T Statistic	P Values	Note
Social Support X Transformational →Employee Performance	-0.248	1.283	0.200	Not Significant
Social Support x Transactional →Employee Performance	0.183	1.314	0.189	Not Significant

Source: Data processed (2023)

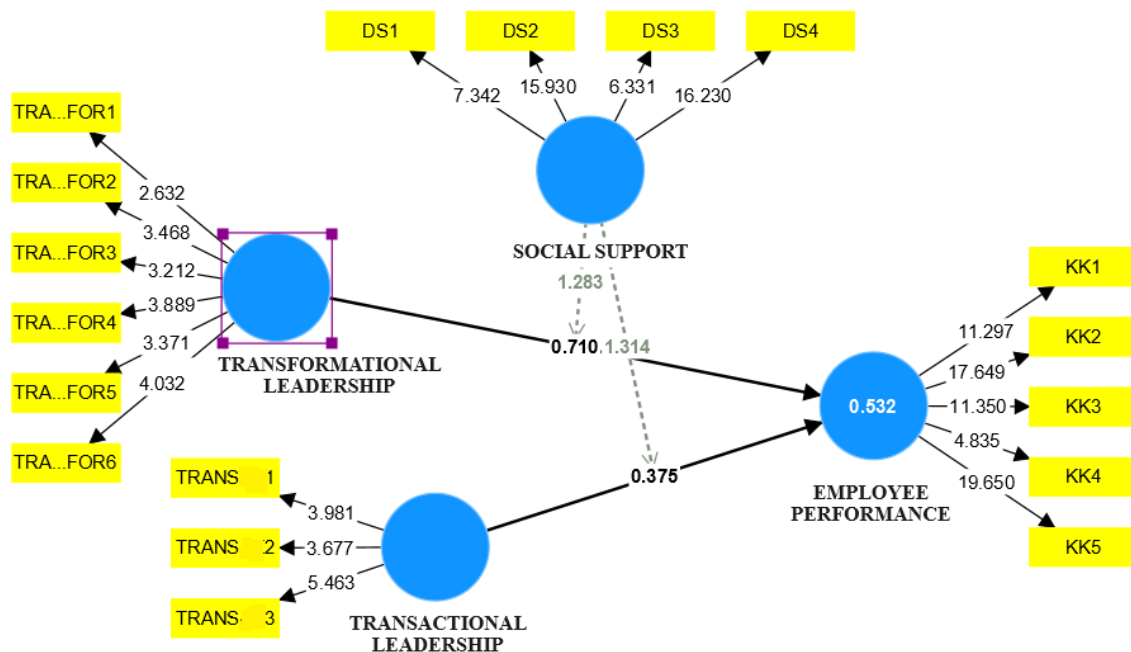


Figure 2. Path Analysis Result

Based on the results of this study, it shows that the transformational leadership style has a positive but not significant effect on employee performance. Table 6 shows that the influence of transformational leadership style on employee performance has an original sample value of 0.139, a t-statistic of 0.710 (<1.96), and a p-value of 0.478 (>0.05). Transformational leadership style has a positive but not significant effect on employee performance. Therefore, employee performance does not pay much attention to the leadership style adopted by a company. These results are reinforced by Jufrizen & Lubis (2020) and Suparyanto & Rosad (2020) that transformational leadership style has a positive but not significant effect on employee performance. It can be interpreted that if the transformational leadership style is carried out properly and optimally it will not have an impact on employee performance.

The influence of transactional leadership style on employee performance has an original sample value of 0.065, a T-Statistic of 0.375 (<1.96), and a p-value of 0.708 (>0.05). Therefore, transactional leadership style has a positive but not significant effect on employee performance. Transactional leadership style has a positive but not significant effect on employee performance, this indicates that leadership style does not have a major impact on the performance of employees in the company. These results are reinforced by Oktor et al. (2017) that transactional leadership style has a positive effect on employee performance. According to research conducted by De Grandi (2021) if there is an increase in the transactional leadership style it will improve employee performance.

The effect of social support on employee performance has an original sample value of 0.586, a T-statistic of 4.264 (> 1.96), and a p-value of 0.000 (< 0.05), therefore, social support has a positive effect on employee performance. This indicates that the higher the support from co-workers, the higher the employee's performance. This is supported by Muhaimin *et al.* (2013) and Prastyo *et al.* (2016) proving that social support directly has a positive and significant effect on employee performance.

Social support does not moderate transformational leadership style on employee performance, has an original sample value of -0.248, a T-Statistic of 1.283 (< 1.96), and a p-value of 0.200 (> 0.05). Therefore, social support has a negative effect on transformational leadership style as a moderating variable. This is reinforced by Idowu & Ndidiamaka (2018) who reveal that there is no relationship between social support and employee performance. There is research conducted by Sanjaya (2021) that social support has no effect on employee performance. This means that there is no role of social support in the workplace that influences the relationship between transformational leadership style and employee performance at the company, meaning that the worse social support is, it will not have an impact on transformational leadership style and employee performance.

Social Support is able to moderate transactional leadership style on employee performance with an original sample value of 0.183, a T-Statistic of 1.314 (> 1.96), and a p-value of 0.189 (> 0.05). Therefore, social support has a positive effect on the transactional leadership style as a moderating variable. These results are in line with research conducted by Darmasaputra and Satiningsih (2013) that social support has no effect on employee performance. This means that it proves that social support is proven to weaken the effect of a transactional leadership style on employee performance.

CONCLUSION

Based on the results of the research that has been conducted and has been described previously, several conclusions can be drawn from the overall research results. Transformational leadership style has a positive but not significant effect on employee performance, which means that transformational leadership is able to influence employee performance, but for good or bad, transformational leadership style does not have such a large impact on employee performance. Transactional leadership style has a positive but not significant effect on employee performance, which means that transactional leadership is not able to influence employee performance but does not have a large role on employee performance. This means an increase or decrease in transactional leadership will not change employee performance. Social support has a positive and significant effect on employee performance, which means that the higher the social support, the employee's performance will increase. Social support does not moderate the influence of transformational leadership style on employee performance. This means that social support from colleagues and superiors does not affect the leadership style on the performance of employees at Sengkaling Recreation Park. Social support is not able to moderate the effect of a transactional leadership style on employee performance. This means that social support does not have an impact on transactional leadership style or employee performance.

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