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The Influence of Transformational Leadership, Work Motivation, and Work Stress on Employee Performance at The Representative Office of Bank Indonesia West Java Province in The Payment System Implementation Division

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Abstract

This study aims to analyze the impact of transformational leadership, work motivation, and work stress on employee performance. The research was conducted at the Representative Office of Bank Indonesia in West Java Province, specifically within the Payment System Implementation Division. A descriptive and verification analysis method was employed, with a sample size of 67 individuals drawn from the entire population. The sampling technique used was a saturated sample or census. Statistical software SPSS version 25.0 for Windows assisted in the research. Data collection techniques included distributing questionnaires, conducting interviews, and making observations. The questionnaire was tested for validity and reliability. The analysis method involved classical assumption tests, multiple linear regression analysis, and hypothesis testing. The results indicated that transformational leadership has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and job stress has a positive and significant effect on employee performance. Therefore, the findings demonstrate that transformational leadership, work motivation, and work stress all have a positive and significant impact on employee performance at the Representative Office of Bank Indonesia in West Java Province, within the Payment System Implementation Division.

Keywords: *Transformational Leadership, Work Motivation, Work Stress, Employee Performance.*

INTRODUCTION

Bank Indonesia is the Central Bank of the Republic of Indonesia which was established by the Dutch East Indies government in 1828 under the name De Javasche Bank. De Javasche Bank is a circulation bank that has the task of printing and circulating money. In carrying out its duties, Bank Indonesia has a network of offices throughout Indonesia called the Domestic Representative Office which totals 46 Domestic Representative Office among others and several representatives abroad called the Foreign Representative Office which totals 5 Foreign Representative Office. The Bank Indonesia Representative Office of West Java Province is situated in Bandung City. Bank Indonesia is dedicated to achieving and maintaining the stability of the rupiah through its efforts in Monetary Policy, Financial System Stability, and Payment System & Rupiah Money Management. The Payment System comprises a set of rules, institutions, and mechanisms employed to facilitate the transfer of funds, thereby fulfilling obligations arising from economic activities..

The success of the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division cannot be separated from the role of employees. Employees are not merely objects in achieving the objectives of the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division, but also subjects or actors. The ability of an individual to do their job will depend on what they have done and gotten. To get the best results, quality human resources are also needed. Human Resources (HR) is one of the important factors to be able to maximize and improve employee performance in achieving the success of company goals, the performance of employees in an organization is one of the services that is a competition to be able to improve the quality of work and improve the quality of human resources within the company, this is also a factor where the company can progress and develop, and can improve the quality within the company if the company has competent human resources and can be held accountable for their performance. Employees are very valuable company assets and must be managed properly by the company in order to make an optimal contribution. Optimal employee performance is one of the organization's goals to achieve high work productivity. Mangkunegara (2018) suggests that performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. To achieve the performance expected by a company from its employees is not an easy thing because it is influenced by various factors. According to Afandi (2021) there are

several factors that affect performance, namely ability, personality and work interest, clarity and acceptance of a worker, level of worker motivation, competence, work facilities, work culture, leadership, work discipline.

In company management, the role of the leader is needed to organize and direct and manage human resources in a company and make the right decisions and regulations in order to achieve maximum goals and can overshadow every employee who works for the company. In an organization, the leadership factor does play an important role because it is the leader who will drive and direct an organization in achieving goals. Employees and leaders are an inseparable relationship, because it is the leader who directs his employees and is the top of the organizational structure in the company. Leaders are very influential on how employee performance is either directly or indirectly because leaders play a direct role in every decision making. A leader cannot effectively control subordinates without implementing a good leadership style. According to Nikmat (2022), leadership style refers to the leader's behavior pattern in influencing followers. The understanding of leadership style is dynamic, meaning it can change depending on the followers and the situation. Leaders exhibit various types of leadership styles, one of which is transformational leadership. This style emphasizes the importance of a leader creating a vision and an environment that motivates employees to achieve beyond expectations. In this context, employees experience admiration, loyalty, and respect for their leaders, which motivates them to exceed expectations. Bass (1985) describes transformational leadership as a leader's ability to influence subordinates in specific ways. Subordinates develop trust, admiration, loyalty, and respect for their superiors, motivating them to perform beyond the usual expectations. The essence of transformational leadership is to inspire subordinates to achieve more than usual, enhancing their trust and confidence, which subsequently improves their performance. Transformational leadership fosters a closer relationship between leaders and followers, based not just on agreement, but on trust and commitment. (Avolio, Bass, & Jung, 1999). Transformational leadership encourages positive behavior and encourages culture and human resource practices that are able to motivate employees to participate in organizational development (Safitri & Jaenab, 2023).

According to Nur, et.al., (2019) motivation is the provision of driving force that creates a person's work enthusiasm so that they are able to work together, work effectively and integrate with all their efforts to achieve satisfaction. Work motivation is very important because every individual needs encouragement to get better performance. There is a strong relationship between motivational needs, actions or behaviors, goals, and

performance. Every change is driven by motivation, which arises from a need, directing actions toward achieving specific goals, ultimately reflected in employee performance. Therefore, the stronger the motivation or encouragement provided by leadership, the more optimal the performance produced by the employees. (Zainta, Suci, Handayani, & Zainarti, 2022).

In preventing problems experienced by employees, work motivation plays a very important role in helping to reduce the presence of employees who experience work stress while doing their jobs. Job stress that can be experienced by organizational members or employees individually, just like conflict, can result in ineffective and inefficient work. Sinambela (2017) suggests that work stress is a feeling of pressure experienced by employees in dealing with work. Many things affect work stress, including excessive task demands in the workplace, poor employee relations, employee demands and the role of leaders who pay less attention to employees. In this case, what the company must pay attention to is preventing employees from experiencing work stress. To minimize the increase in work stress is not an easy thing for every leader or employee himself, because work stress is a feeling or symptom that arises from an employee and can have an impact that affects employee performance so that it has an impact on the success of a company. Stress can have psychological, physiological, and behavioral impacts. The impact of job stress can also benefit or harm employees. A favorable impact is able to spur employees to be able to complete work with enthusiasm and at their best, but if stress cannot be overcome it will have a detrimental impact on employees. The danger of stress results from a condition of physical, emotional and mental exhaustion caused by prolonged involvement with emotionally demanding situations. The process takes place gradually, accumulatively, and over time becomes increasingly worse. Therefore, handling work stress that has a negative impact requires attention to be addressed immediately. In experiencing work stress, each employee has the ability to resolve the pressure according to their endurance. If employees have high endurance, they will be able to overcome stress, but if their endurance is low, it is difficult to overcome their stress. It is this inability that if allowed to drag on will result in the mental and emotional state of employees which results in performance. High stress will cause dissatisfaction. Employee dissatisfaction can be expressed in various ways such as resigning and looking for a new position. By looking at the impact of stress that often occurs on employees, attention should be paid to employees within the company (Rahmawati, Mitariani, & Atmaja, 2021).

RESEARCH METHOD

This research method is descriptive and verificative.

Researchers collect data directly from the first source or research subject by distributing questionnaires to employees at the Representative Office of Bank Indonesia of West Java Province in the Payment System Division.

RESULT AND DISCUSSION

Validity Test

According to Sugiyono (2020), validity is the degree of accuracy between the data that occurs in the research object and the information that can be reported by the researcher.

Table 1. Validity test

Item	Requirement	Result	Judgment
Validity X1	$r_{count} > r_{table} = 0.242$	> 0.242	Valid
Validity X2	$r_{count} > r_{table} = 0.242$	> 0.242	Valid
Validity X3	$r_{count} > r_{table} = 0.242$	> 0.242	Valid
Validity Y	$r_{count} > r_{table} = 0.242$	> 0.242	Valid

Source: SPSS version 25

The results of testing the validity of the questionnaire items in Table 1 show that all statement items on each variable are declared valid. So, it can be said that the questionnaire items for the Transformational Leadership (X1), Work Motivation (X2), Work Stress (X3) and Employee Performance (Y) variables are valid and can be used to measure the variables studied.

Reliability Test

Reliability refers to the understanding that the instrument used can measure something that is measured consistently over time. The qualification requirement for a measuring instrument is consistency, constancy, or invariability (Azwar, 2012). The instrument tested for reliability is an instrument made by the researcher. In this case, the instrument is an instrument of the context, input, process and outcome components.

Table 2. Reliability Test

Item	Requirement	Result	Judgment
Reliability X1	Cronbach's alpha > 0.60	0.841	Reliable
Reliability X2	Cronbach's alpha > 0.60	0.902	Reliable
Reliability X3	Cronbach's alpha > 0.60	0.928	Reliable
Reliability Y	Cronbach's alpha > 0.60	0.829	Reliable

Source: SPSS version 25

The reliability test results in Table 2 conducted on all items in this study indicate that all research items are reliable (the reliability coefficient value is more significant than 0.60) and thus can be used as an instrument in measuring the variables determined in this study.

Multiple Linear Regression Test

According to Sugiyono (2017), multiple linear regression analysis is used by researchers, if the researcher predicts how the dependent variable (criterion) will rise and fall, if two or more independent variables as predictor factors are increased and decreased in value (manipulated).

Table 3. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized		Standardize		Sig.
		Coefficients		d		
		B	Std. Error	Beta	t	
1	(Constant)	29.275	4.756		3.155	.000
	Kepemimpinan Transformasional	.755	.201	.671	6.546	.001
	Motivasi Kerja	.860	.365	.717	7.932	.000
	Stres Kerja	.809	.275	.616	8.121	.001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS version 25

Based on Table 5, the multiple linear regression analysis equation in this study is as follows:

$$Y = 29,275 + 0,755 X_1 + 0,860 X_2 + 0,809 X_3$$

Means:

1. The constant value is 29.275 and is positive, this indicates an increase in employee performance of 29.275.

2. The transformational leadership value is 0.755, this indicates a positive direction, so if transformational leadership is increased, the employee performance variable will increase by 0.755.
3. The work motivation value is 0.860, this shows a positive direction, so if work motivation is increased, the employee performance variable will increase by 0.860.
4. The value of work stress is 0.809, this indicates a positive direction, so if work stress is increased, the employee performance variable will increase by 0.809

Model Test (F-Test)

The F test is conducted to determine whether the independent variable affects the dependent variable. In this study, the F test was conducted to determine whether the variables of Transformational Leadership, Work Motivation and Job Stress affect Employee Performance.

Table 4. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.134	3	156.378	18.385	.001 ^b
	Residual	325.329	63	6.577		
	Total	429.463	66			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Stres Kerja, Motivasi Kerja, Kepemimpinan Transformasional

Source: SPSS version 25

Based on Table 4, the F-count value is 18.385 with a significance value of 0.001. Given that the F-count value (18.385) is greater than the F-table value (2.75), and at a 5% error level ($\alpha = 0.05$), H₀ is rejected and H_a is accepted. This indicates that Transformational Leadership, Work Motivation, and Job Stress have a significant influence on Employee Performance.

Normality Test

The normality test helps determine whether the independent or dependent variables are normally distributed or close to normal. The method to test whether the data distribution is normal is done by looking at the significance value of the variable. If it is significant, with a value greater than 0.05, it indicates normal data distribution.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		67
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.63145555
Most Extreme Differences	Absolute	.181
	Positive	.181
	Negative	-.100
Test Statistic		.181
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS version 25

Table 5 presents the outcomes of the normality test conducted using the Kolmogorov-Smirnov method (Kolmogorov-Smirnov Test). The results indicate that the significance value (Asymp. Sig 2-tailed) is 0.200. The data is considered to be normally distributed as the significance value exceeds 0.05 ($0.200 > 0.05$).

Multicollinearity Test

The multicollinearity test determines whether there are deviations from the classic assumption of multicollinearity and whether there is a relationship between independent variables. A good regression model means no multicollinearity or correlation between independent variables.

Table 6. Multicollinearity Test

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients			Standardize d			Toleranc e	VIF
	B	Std. Error		Beta	t	Sig.		
1 (Constant)	29.275	4.756			3.155	.000		

Kepemimpinan Transformasional	.755	.201	.671	6.546	.001	.919	1.088
Motivasi Kerja	.860	.365	.717	7.932	.000	.919	1.088
Stres Kerja	.809	.275	.616	8.121	.001	.919	1.088

a. Dependent Variable: Kinerja Karyawan

Source: SPSS version 25

Table 6 shows that the Tolerance value for both independent variables is 0.988, which is greater than 0.1. Additionally, the Variance Inflation Factor (VIF) for both independent variables is 1.034, which is less than 10. Therefore, it can be concluded that there is no multicollinearity between the independent variables in this study.

Heteroscedasticity Test

According to Ghozali (2018), the heteroscedasticity test aims to determine whether there is an inequality in the variance of the residuals from one observation to another in a regression model.

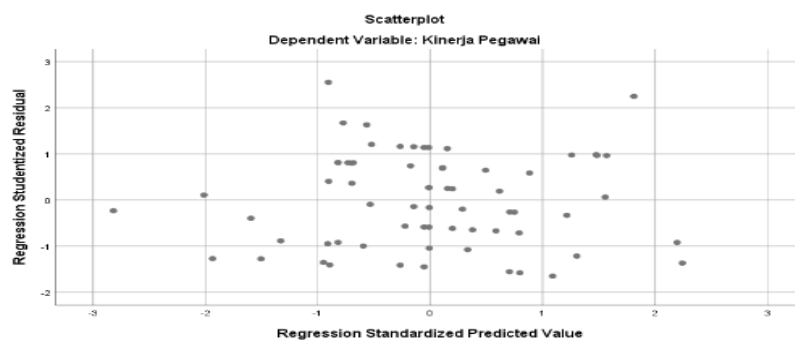


Figure 2. Heteroscedasticity Test Results

Coefficient of Determination Test

The coefficient of determination test is carried out to determine how much the contribution of the Transformational Leadership, Work Motivation and Work Stress variables to Employee Performance. R Square (R^2) or the square of R shows the coefficient of determination.

Table 7. Results of Determination Coefficient Test Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	.688	.534	2.891

a. Predictors: (Constant), Stres Kerja, Motivasi Kerja, Kepemimpinan Transformasional
b. Dependent Variable: Kinerja Karyawan

Source: SPSS version 25

According to Table 7, R represents the multiple correlation, which indicates the collective correlation between two or more independent variables and the dependent variable. The coefficient of determination for Transformational Leadership, Work Motivation, and Job Stress in relation to Employee Performance is shown below:

$$\begin{aligned}
 KD &= R^2 \times 100\% \\
 &= 0,829^2 \times 100\% \\
 &= 68,8 \%
 \end{aligned}$$

The coefficient of determination obtained is 0.688 or 68.8%. This shows that Transformational Leadership, Work Motivation and Job Stress contribute 68.8% to Employee Performance, while the remaining 31.2% is thought to be influenced by other factors not measured in this study.

T-Test

According to Ghozali (2016), the t-test is used to determine the effect of each independent variable on the dependent variable.

Table 8. T-Test

Model	Coefficients ^a					
	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	29.275	4.756			3.155	.000
Kepemimpinan Transformasional	.755	.201	.671		6.546	.001
Motivasi Kerja	.860	.365	.717		7.932	.000
Stres Kerja	.809	.275	.616		8.121	.001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS version 25

Based on the results of the SPSS output above, it can then be seen that the t-test value of the Transformational Leadership variable obtained a result of 6.546. Thus T-count > T-table because 6.546 > 1.997 with a probability of 0.001 < 0.05, then Ha is accepted and H0 is rejected. So, it can be concluded that there is a significant influence between Transformational Leadership on Employee Performance.

In the Work Motivation variable, the result is 7.932. Thus T-count > T-table because 7.932 > 1.997 with a probability of 0.000 < 0.05, then Ha is accepted and H0 is rejected. So, it can be concluded that there is a significant influence between Work Motivation on

Employee Performance.

Meanwhile, the Work Stress variable obtained a result of 8.121. Thus $T\text{-count} > T\text{-table}$ because $8.121 > 1.997$ with a probability of $0.001 < 0.05$, then H_a is accepted and H_0 is rejected. So, it can be concluded that there is a significant influence between Job Stress on Employee Performance.

Result of Hypothesis

There are 4 (four) variables in this study, namely Transformational Leadership (X1), Work Motivation (X2), Work Stress (X3) and Employee Performance (Y). The results of hypothesis testing are as follows:

Table 9. Hypothesis Test Results

Code	Hypothesis Test Result	Result
H1	Transformational Leadership has a positive effect on Employee Performance at the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division.	Accepted
H2	Work motivation has a positive effect on employee performance at the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division.	Accepted
H3	Job stress has a positive effect on employee performance at the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division.	Accepted

Source: SPSS version 25

The research results of 3 (three) hypotheses in Table 9 show that the four variables, namely Transformational Leadership (X1), Work Motivation (X2), Work Stress (X3) and Employee Performance (Y) are accepted.

CONCLUSION

1. The results of the descriptive analysis provided by the Representative Office of Bank Indonesia of West Java Province in the Payment System Implementation Division on the Transformational Leadership variable can be stated as sufficient, Work Motivation can be stated as sufficient, Work Stress can be stated as sufficient, and Employee Performance can be stated as sufficient.
2. Transformational Leadership has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, West Java Province,

- Payment System Implementation Division.
3. Work Motivation has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, West Java Province, Payment System Implementation Division.
 4. Job Stress has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, West Java Province, Payment System Implementation Division.
 5. Based on data and research analysis, it is found that the variables of Transformational Leadership, Work Motivation, and Work Stress jointly affect Employee Performance at the Representative Office of Bank Indonesia of West Java Province Payment System Division.

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