



## The Effect of Transformational Leadership and Team Work on Organisational Performance Through the Role of Work Motivation at the NTB Provincial Revenue and Management Agency

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### **Abstract**

This study examines the effect of transformational leadership and team work on organisational performance through the role of work motivation at the Regional Revenue and Management Agency (BAPPENDA) of NTB Province. The method used in this research is quantitative associative. This research focuses on UPTB-UPPD Samsat employees in BAPPENDA NTB. The number of respondents in this study were 161 people. The type of data collection used uses a questionnaire with google form. The analytical tool used is the structural equation model (SEM) method which is processed using the Smart-PLS application. The findings in this study are concluded that transformational leadership has a positive but insignificant effect on organisational performance. While team work and work motivation have a positive and significant effect on organisational performance. In addition, transformational leadership and team work have a positive and significant effect on work motivation. For the role of mediation where motivation is able to mediate the influence of transformational leadership and team work on organisational performance.

**Keywords:** *Transformational Leadership; Team Work; Work Motivation; Organisational Performance*

### **Introduction**

Whether or not organisational goals are achieved depends on the management of the resources they have, including human resources (HR) because they play a role in optimising performance, especially organisational performance. Pasolong, (2013) explains organisational performance as the level of organisational effectiveness in achieving organisational goals, as well as being a measure of an organisation's progress (Choudhary *et al.*, (2013), and providing added value from all activities carried out by the organisation (Alrowwad *et al.*, (2020).

As one of the government agencies, Bappenda of NTB Province significantly shows good organisational performance achievements, especially in the technical service units, namely UPTB-UPPD in NTB province. This increase in organisational performance occurred due to the harmonisation of working relationships between stakeholders in Bappenda NTB Province. In the perspective of human resource management, the achievement of positive performance shown by the organisation is influenced

by many factors, one of which is the transformational leadership style (Rosnani, 2012). In line with what is stated by Luthans, (2006) that effective transformational leadership will bring the organisation to a higher level of performance.

Some previous studies have discussed the influence of transformational leadership style as a predictor of organisational performance as conducted by Para-González *et al.*, (2018) revealed that the application of transformational leadership improves performance when a specific system of HR practices, learning, and innovation is developed in an organisation. In line with that, Arif & Akram, (2018) stated that transformational leadership has a strong relationship with organisational performance. However, different findings were actually shown by Eliyana *et al.*, (2019) which states that transformational leadership style cannot have a direct impact on organisational performance. The inconsistency of these findings provides an interesting research gap to be studied in depth regarding the influence of transformational leadership style on organisational performance.

The next factor that can be a predictor variable of organisational performance is *teamwork*. Robbins and Judge, (2008) revealed *teamwork* as a group of individuals who produce higher performance than the sum of individual inputs. Jung *et al.*, (2023) emphasised the definition of *teamwork* as an incorporative work process of group members' dedication to achieve a common goal. Three key elements that can determine the quality of *teamwork* are communication, coordination, and cooperation where the three elements are interconnected with one another (Bearman *et al.*, 2023).

Some previous studies have examined the effect of *teamwork* on organisational performance such as those conducted by Jung *et al.*, (2020) where the results of this study indicate that improving interpersonal relationships can encourage teamwork among fund members in turn triggering positive organisational performance. Different findings are shown by Muhajir, (2016) states that *teamwork* has no direct influence on organisational performance. The difference in the findings above shows that there are still inconsistencies in the results that provide an opening for this study to examine the same context, especially in government organisations, and validate these inconsistencies.

Furthermore, researchers try to involve work motivation as a mediating variable in the influence between transformational leadership style and *teamwork* on performance. According to Robbins, (2006) motivation is the willingness of employees to work optimally for the achievement of organisational goals. Some previous research results have shown research results that allow a relationship pattern where work motivation allows it to be used as a mediating variable in the influence of transformational leadership style and *teamwork* on performance (Shafi *et al.*, 2020; Rianto and Anto, 2022; and Kuswati, 2020).

## **Literature Review**

### **Transformational Leadership**

Northouse (2013) defines transformational leadership as a process where people engage with others, and create relationships that increase motivation and morality in leaders and followers. Furthermore, Robbins and Judge, (2008) state that transformational leaders inspire their followers to put aside their personal interests for the good of the organisation and they are able to have an extraordinary influence on their followers.

### **Team Work**

Robbins and Judge (2008) reveal teamwork is a group whose individual or employee efforts result in higher performance than the sum of individual inputs. This means that the performance achieved by a team is better than individual performance in an organisation or a company.

## Work Motivation

Motivation according to Mangkunegara (2009) is a condition (energy) that moves within individuals who are directed to achieve organisational goals. Motivation arises from two impulses, namely encouragement from within oneself (internal motivation) and encouragement from outside oneself / other parties (external motivation). In addition, motivation is a situation that arises to achieve its goals, which can be said to be the energy that creates motivation itself.

## Organisational Performance

According to Pasolong (2013), organisational performance is the effectiveness of the organisation as a whole to meet the needs of each related group through systematic efforts and continuously improve the organisation's ability to achieve its needs effectively to achieve goals.

## Conceptual Framework

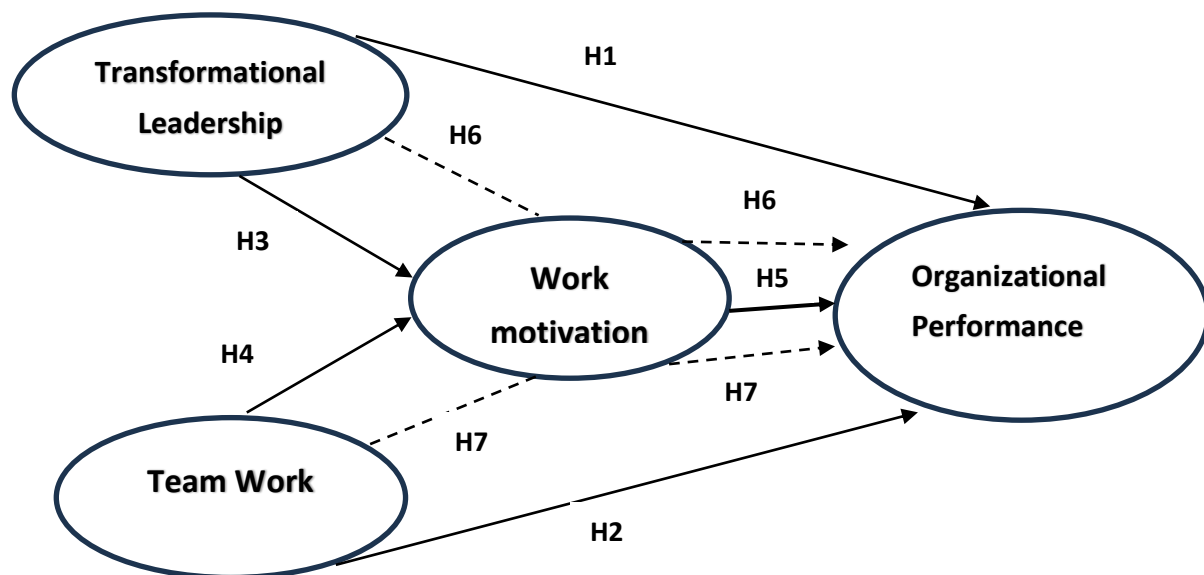


Figure 1. Conceptual Framework

## Hypothesis

H1: Transformational leadership has a positive and significant effect on organisational performance.

H2: Team work has a positive and significant effect on organisational performance

H3: Transformational leadership has a positive and significant effect on work motivation

H4: Team work has a positive and significant effect on work motivation

H5: Work motivation has a positive and significant effect on organisational performance

H6: Work motivation mediates the effect of transformational leadership on organisational performance

H7: Work motivation mediates the effect of teamwork on organisational performance

### Research Methodology

In this study using quantitative research methods. In terms of the level of explanation, this research is included in associative research. (Malhotra, 2014). This research was conducted at the office of the Agency's technical service unit (UPTB) Regional tax service unit (UPPD) within the Regional Revenue and Management Agency (BAPPENDA) of NTB Province. The number of respondents in this study were 161 employees. The data collection technique is a questionnaire with a data collection tool in the form of a questionnaire distributed via google form. The scale of the questionnaire used a Likert scale. The data analysis procedure uses the structural equation model (SEM) method which is analysed using the smart-PLS application.

### Respondent Characteristics

Table 1. Characteristics of Respondents

Characteristics	Description	Percentage
Gender	Male	67%
Age	41-50 Years	41,6%
Last Education	Bachelor's Degree/Diploma IV	64%
Period of Service	16-20 Years	29,8%

From the table above, it can be concluded that BAPPEND employees are dominated by men at 67%. While the highest age is an average of 41-50 years by 41.6%. The highest level of education is S1 / Diploma IV degree by 64% with an average tenure of 16-20 years by 29.8%.

### Results and Discussion

#### Outer Model Results

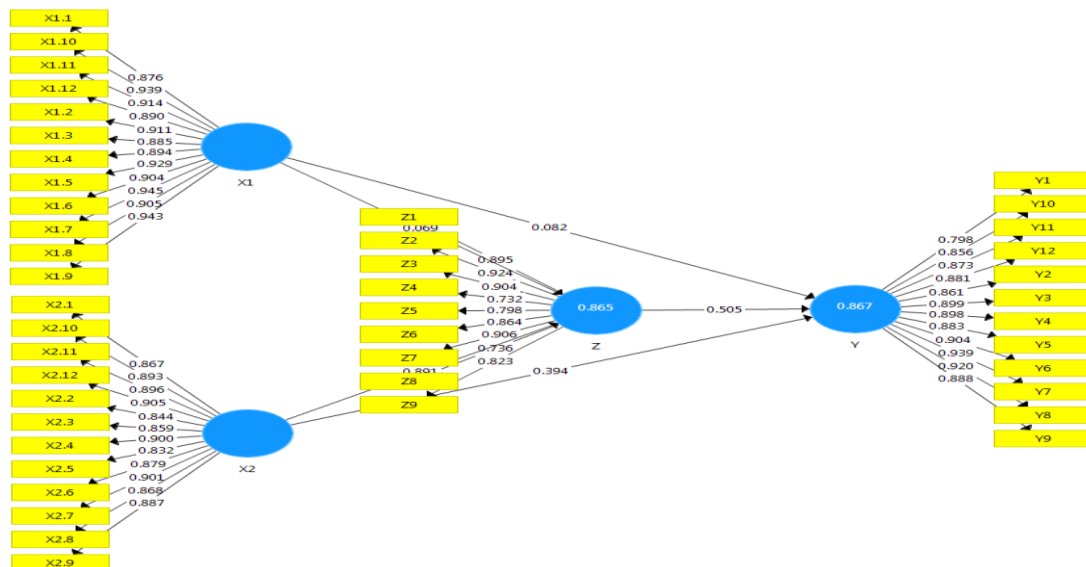


Figure 2. Outer Model Results

Based on the picture above, it can be seen that the value of all variable statement items > 0.7 so that the constructs for all variables are valid from the model.

Table 2. AVE and Reliability Test Results

Variables	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Transformational Leadership (X1)	0.831	0.981	0.983
Team Work (X2)	0.771	0.973	0.976
Organisational Performance (Y)	0.781	0.974	0.977
Work Motivation (Z)	0.714	0.949	0.957

Based on the table above, it can be seen that the average variance extracted (AVE) value of all variables is > 0.5 so that it can be declared valid. In addition, it can be seen that the constructs for all variables meet the reliability criteria. This is indicated by the *Cronbach's Alpha* and *composite reliability values* obtained from the SmartPLS estimation results with the resulting value being > 0.70.

Inner Model Results or Hypothesis Test

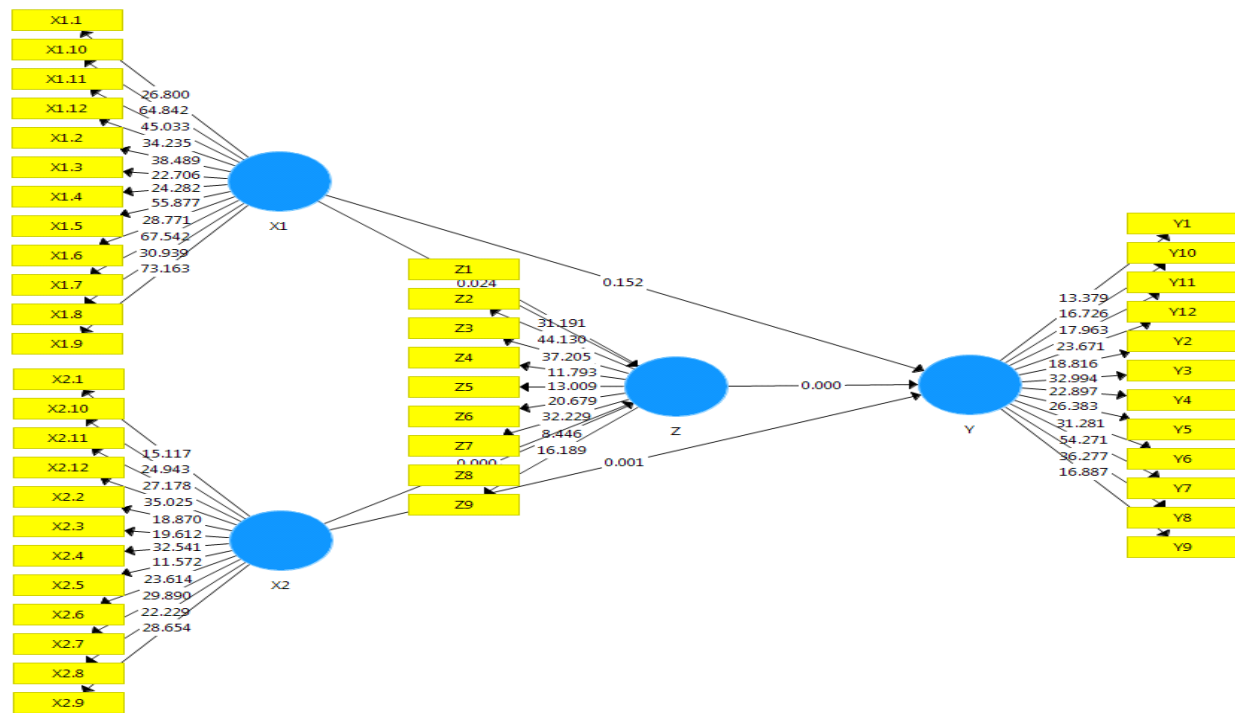


Figure 2. Inner Model Test

Table 3. Hypothesis Test Results

Hypothesis	Influence Variables	between	Original Sample	t-Statistics	P Values	Description
H1	X.1 -> Y		0.076	1.435	0.152	Not Proven
H2	X.2 -> Y		0.384	3.495	0.001	Proven
H3	X.1 -> Z		0.078	2.269	0.024	Proven
H4	X2 -> Z		0.885	25.824	0.000	Proven
H5	Z->Y		0.520	5.132	0.000	Proven
H6	X1->Z -> Y		0.040	2.125	0.034	Proven
H7	X2->Z -> Y		0.460	4.927	0.000	Proven

## Discussion

### The Effect of Transformational Leadership on Organisational Performance

Based on the results of the hypothesis testing analysis, the results show that the original sample value is positive, namely 0.076, the t-statistic value of  $1.435 < t$  table 1.96 and the p-value of  $0.152 >$  the significance standard of 0.05. So it can be stated that transformational leadership has a positive and insignificant influence. This means that although the implementation of transformational leadership is good or increasingly effective, it is not able to directly improve the performance of the NTB BAPPENDA organisation, especially at UPTB-UPPD in NTB.

This finding shows that transformational leadership is not able to influence organisational performance partially despite having a good score. This may be due to the fact that employees already have strong morale and commitment to their organisation. Angel and Perry, (1981) stated that strong morale and organisational commitment will encourage individuals to try harder to achieve organisational goals. This illustrates how passion and commitment are important intrinsic factors for an employee to encourage them to work at their peak performance level. The findings of this study validate the results of previous findings conducted by Eliyana *et al.*, (2019) which state that transformational leadership style cannot have a direct impact on organisational performance.

### The Effect of Team Work on Organisational Performance

Based on the analysis of the hypothesis test results, the original sample value is positive, namely 0.384, the t-statistic value is  $3.495 > t$  table 1.96 and the p-value is  $0.001 < 0.05$  significance standard. So it can be stated that team work has a positive and significant effect on organisational performance. This means that the more compact the team work applied, the better the performance of the NTB BAPPENDA organisation, especially at UPTB-UPPD in NTB.

The findings in this study show that the team work applied is in a very high category. The average respondent stated that they can always establish good communication between teams, have good personal relationships and communication. In addition, high team work is illustrated by all employees always trying to optimise their abilities well so as to improve organisational performance. Due to the importance of collaboration as a determinant of the level of effectiveness of teamwork, the ability of individuals to work as a team is an indicator that must be possessed by each individual in the team (Liu *et al.*, 2023).

Teamwork is an incorporative work process (combining) of group members' dedication to achieve a common goal including "shared behaviours, attitudes, and cognitions", to help the team complete tasks and depend on each other effectively where the teamwork orientation of individuals and the utilization of team potential are proven to be important preliminaries in the teamwork process and its results (Jung *et al.*, 2023). according to Jiang *et al.*, (2019) the output of the teamwork process is to improve collective performance and individual performance in an effort to achieve the goals and vision of the organisation in an effective and efficient manner. Boman & Deal, (2003) stated that an organisation is said to be performing well and effectively when the organisation utilizes all potential including cooperation between members (*teamwork*) to support its operations.

The findings of this study are in line with the results of previous studies showing that there is a strong correlation between *teamwork* and improving organisational performance. Research conducted by Safitri *et al.*, (2021) states that the teamwork work system is able to have an impact on improving the collective and individual performance of employees, which means that teamwork has a positive and significant effect on organisational performance. Similar findings were also shown by Jung *et al.* (2023), which stated that individual commitment and dedication to common interests and the achievement of organisational goals and visions have driven the optimal performance of the teamwork system which then drives performance improvements at the individual and team levels.

## The Effect of Transformational Leadership on Work Motivation

Based on the analysis of the results of hypothesis testing, the original sample value is positive, namely 0.078, the t-statistic value of  $2.269 > t$  table 1.96 and the p-value of  $0.024 < 0.05$  significance standard value. So it can be stated that transformational leadership has a positive and significant effect on work motivation. This means that the more effective transformational leadership is applied, the higher the work motivation of NTB BAPPENDA employees, especially at UPTB-UPPD in NTB.

The findings in this study indicate that transformational leadership applied by leaders in BAPPENDA NTB is effective to increase the motivation of each employee. In addition, leaders always convey the vision and mission of the organisation clearly and always use simple and easy-to-understand language which will facilitate the process of unifying perceptions and ways of matching towards organisational goals and how to achieve them. According to Bass & Riggio (2006; Nguyen *et al.*, 2023) believe that transformational leaders have the ability, namely; first proactive and creating emotional relationships with followers, second changing the organisational environment and third providing a new reality. Lee *et al.* (2023) stated that transformational leadership can help employees who have low self-presentation to change their attitudes and thoughts, so that their work motivation and work performance increase. When everything done by the leader presents motivation and enthusiasm for employees to work, the changes and performance presented will be in line with organisational goals (Northouse, 2013).

The findings of this study are in line with the findings of previous research conducted by Shafi, *et al.*, (2020) which states that the transformational leadership style that characterises a leader in the organisation has an impact on increasing the work motivation of his subordinates. The same thing was also conveyed by Prayudi, (2020) where transformational leaders are able to encourage subordinate work motivation, which means that transformational leadership style has a positive and significant effect on work motivation.

## The Effect of Team Work on Work Motivation

Based on the analysis of the results of hypothesis testing, the original sample value is positive, namely 0.885, the t-statistic value of  $25.284 > t$  table 1.96 and the p-value of  $0.000 < 0.05$  the standard value of significance 0.05. So it can be stated that team work has a positive and significant effect on work motivation.

The findings in this study indicate that the majority of employees stated that they always try to optimise their abilities well and are responsible for the results of work in the team. In addition, the team in UPTB-UPPD throughout NTB always helps each other with various team tasks and is always active in various team tasks or activities. So that this is what encourages the increased motivation of each employee.

Robbins and Judge (2008) revealed teamwork is a group in which individual efforts result in higher performance than the sum of individual inputs. In the concept of effective teamwork process model of Marks *et al.*, (2001; Jung *et al.*, 2023) team members will repeatedly identify errors based on tasks, share ideas, and fix problems in this process. This gives rise to the interpersonal team process of teamwork as a whole, namely in managing members' interpersonal relationships (e.g. handling conflict, motivating, and regulating emotions). the ability to work as a unit and the ability to build and manage interpersonal relationships so as to create ideal and conducive conditions for each team member that can encourage work motivation both individually and collectively.

According to Robbins (2016) motivation is a willingness to carry out high efforts to achieve organisational goals conditioned by the ability of efforts to meet certain individual needs. In addition, according to Rivai (2015) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.

These findings are in line with the findings of previous research conducted by Ginanjar *et al.*, (2019) which found a positive and significant effect of teamwork on work motivation. Similar findings were also submitted by Marpaung, (2014) which showed that teamwork has a positive and significant effect on work motivation.

### **The Effect of Work Motivation on Organisational Performance**

Based on the analysis of the results of hypothesis testing, the original sample value is positive at 0.520, the t-statistic value is  $5.132 > t$  table 1.96 and the p-value is  $0.000 < 0.05$  significance standard value. So it can be stated that work motivation has a positive and significant effect on organisational performance. This means that, if the higher the work motivation of employees, it will be able to improve organisational performance.

The research findings show that, in general, all dimensions of work motivation have an average value in a very high category. This shows that employees of the NTB Province Regional Revenue Management Agency, especially at UPTB-UPPD throughout NTB, have a high level of work motivation. In addition, employees show a positive attitude towards work performance, as well as high responsibility for their work. Where the output of this will give birth to high organisational performance.

Motivation refers to the sum of the forces that generate, direct and sustain effort in a particular behaviour (Ningsih & Jaya, 2016). When employees have high motivation within themselves, especially in completing tasks and responsibilities, it will have an impact on improving their performance both at the individual level and collectively. According to Borman & Motowidlo (1997; Srimulyani *et al.*, 2023), employee performance can be defined as activities that are formally recognised as part of the job and contribute to the achievement of organisational goals.

These findings are in line with the results of research conducted by Kuswati (2020) and Hasibuan, (2018) which simultaneously show a positive and significant effect on performance. Where through a high level of motivation encourages an increase in the quality of organisational performance which in turn encourages organisational performance. in line with that, Kalogiannidis, (2021) argues that to a greater extent, employee motivation is closely related to organisational performance where if employees or employees show high work motivation it will be in line with improving organisational performance.

### **Work Motivation Mediates the Effect of Transformational Leadership on Organisational Performance**

Based on the results of the hypothesis testing analysis, the original sample value is positive at 0.040, the t-statistic value is  $2.125 > t$  table 1.96 and the p-value is  $0.034 < 0.05$ . So that Work Motivation mediates the effect of Transformational Leadership on Organisational Performance at the Regional Revenue Management Agency of NTB Province. This shows that transformational leadership is able to encourage work motivation which in turn improves organisational performance.

The research findings show that the dimensions of transformational leadership, especially those related to a leader's ability to motivate and inspire subordinates, have high scores. Not only that, the employees felt that the communication skills of the leaders facilitated them in the work process. In addition, employees feel that ethical values and morality are one of the main considerations in the decision-making process of their leaders, making any outcome of the leader's policy a collective decision and based on mutual and organisational interests.

When employees have high work motivation, it will collectively drive organisational performance. This is evident from the research findings which show that employees have a high level of *Need for Achievement*. Referring to the two concepts of motivation developed by Deci & Ryan, (1985; Chien *et al.*, 2020) explores two dimensions of motivation from the perspective of self-determination



theory, namely intrinsic and extrinsic. Based on this concept, motivation is a force or energy that can be triggered by things that come from within individuals (intrinsic) and from outside themselves (extrinsic). Based on this definition, work motivation can be a mediator, or intermediary that can connect the effect of transformational leadership adoption on organisational performance.

Finally, this study supports the findings of previous research conducted by Ulfah et al., (2020) which states that work motivation is able to moderate the influence of leadership style on employee performance. The same findings were also conveyed by Novianti, (2017) found that work motivation acts as a mediator in the influence of transformational leadership style on organisational performance.

### **Work Motivation Mediates the Effect of Team Work on Organisational Performance**

Based on the results of hypothesis testing, the original sample value is positive, namely 0.460, the t-statistic value is  $4.927 > 1.96$  and the p-value is  $0.000 < 0.05$ . So it can be stated that work motivation mediates the effect of teamwork on organisational performance. This shows that transformational *teamwork* is able to encourage work motivation which in turn improves organisational performance.

The research findings show that, overall, the Teamwork variable has a very high score which means that the level of co-operation and work synergy of the employees is very good. In particular, the employees showed an attitude of helping each other, especially with regard to completing their tasks and responsibilities to the organisation. As well as showing their active involvement in productive activities such as the completion of individual and team tasks. This is able to create a *Positive Workplace* which is related to a work environment that is full of mutual respect, mutual support, open communication, and involvement of all parties in the work process. In addition, it is clearly shown in the findings of this study that the factors related to the *Need for Affiliation* dimension of work motivation which relates to the need to have a connection, especially between employees and also with their superiors, show a very high score.

According to Honore (2009; Chien et al., 2020) motivation is able to stimulate employees to work harder and longer in their organisation, as well as create a feeling of satisfaction for workers which has implications for achieving personal and organisational work goals. Based on the findings of Cannon-Bowers *et al.*, (1995; McBride, 2008; Jiang *et al.*, 2019) the effectiveness of teamwork includes mutual support, mutual monitoring, and adaptability shown by an individual in an organisation. According to Alrowwad *et al.*, (2020) organisational performance can simply be explained as the cumulative output or added value of all activities carried out by the organisation. According to Choudhary *et al.* (2013) organisational performance is a measure of an organisation's progress, which shows how well an organisation is achieving these goals.

The findings of this study are in line with the results of previous research conducted by Yulianto et al.'s research (2022) found that employees' work motivation increases their commitment to collective work in their organisation which then improves performance. This means that motivation is able to mediate the effect of teamwork on organisational performance. The same findings were also presented by Hastuti & Setiaji, (2022) and research by Suparman, Nasir & Suryatni (2015) stated that work motivation mediates the relationship between teamwork and organisational performance.

## **Conclusions and Suggestions**

### **Conclusion**

Based on the analysis that has been done, this research answers the research objectives. So it can be concluded that transformational leadership has a positive but insignificant effect. This means that although transformational leadership has been applied effectively by the leadership of BAPPENDA NTB,

it has not been able to improve organisational performance. Other factors that can drive organisational performance such as team work, work motivation and organisational commitment owned by each employee so that it can still improve organisational performance. Team work has a positive and significant effect on employee performance. This is corroborated by the findings in this study where the average respondent feels that they can always establish good communication between teams, have good personal relationships and communication so as to improve organisational performance. Transformational leadership has a positive and significant effect on the work motivation of UPTB-UPPD in NTB. The findings in this study state that the transformational leadership applied by the leadership is effective to increase the motivation of each employee. Team work has a positive and significant effect on employee motivation. The findings in this study indicate that the majority of respondents stated that the majority of employees stated that they always try to optimise their abilities well and are responsible for the results of work in the team. Work motivation has a positive and significant effect on organisational performance. The research findings further show that employees show an attitude of always trying to achieve the best work performance by showing the optimal performance they have so that it certainly leads to good organisational performance. Work motivation mediates the effect of transformational leadership on organisational performance. In addition, work motivation mediates the effect of teamwork on organisational performance.

### **Suggestion**

The results of this study indicate that the transformational leadership variables applied by the head of BAPPENDA NTB Province are still in the effective category, so it needs to be improved so that it can motivate and inspire subordinates to be able to complete tasks properly, especially at UPTB-UPPD in NTB in order to realise the goals of the organisation. In addition, the team work in UPTB-UPPD throughout NTB is in a very high category, meaning that even though the existing team work is very high, it is hoped that each employee will be able to maintain solidarity between teams well. Each must maintain good cooperation and always have high initiative to contribute to every activity or task. Optimal exertion of abilities is very important to note in order to complete various tasks well accompanied by good communication among employees. The results also show that the motivation possessed by UPTB-UPPD employees in NTB is already classified as very high. However, this needs to be considered and maintained in order to maintain and direct the motivation or drive within employees towards a positive direction so that all activities and activities incorporated in the organisation can be carried out properly and can improve the performance of the organisation.

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