The Influence Of Transformational Leadership And Self Efficacy On Employee Performance Through Employee Engagement
(Study of Semarang City Bapenda Employees)

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Abstract *This research aims to analyze the influence of transformational leadership and self-efficacy on employee performance both directly and through employee engagement in employees of the Semarang City Regional Revenue Agency. The population in this study was all employees of the Semarang City Bapenda, the sample size used was 114 respondents, with a sampling technique using proportionate random sampling. The data source used was primary data, with a questionnaire data collection method. The analysis techniques used are path analysis and Sobel test. The results of the research analysis showed that transformational leadership, self-efficacy and employee engagement had a positive and significant effect on employee performance. Transformational leadership and self-efficacy have a positive and significant effect on employee engagement. The results of the mediation test state that the employee engagement variable can mediate the influence of transformational leadership on employee performance and the influence of self-efficacy on employee performance.*

Keywords *: Transformational Leadership, Self Efficacy, Employee Engagement, and Employee Performance.*

INTRODUCTION

Employee performance is the foundation of an organization and is one of the basic factors for improving the performance of the organization itself, therefore employee performance is a behavior that must be paid attention to because the performance produced by employees is very influential for the organization (Obicci, 2015). Performance measures can be seen in terms of specific quantity and quality in accordance with the standards set by the organization. They can be tangible or intangible, depending on the form and process of carrying out the work (Mangkuprawira, 2014). An employee is required to produce good performance, so that the organization can achieve its goals. If employees are able to maintain their performance, then the organization can be said to be successful in managing its Human Resources (Hasibuan, 2017).

The role of employee performance in the success of an organization is very important, so understanding the factors that can improve employee performance is crucial and essential. An employee's performance can be influenced by several factors, including internal factors and external factors of the employee (Mangkunegara, 2017). These factors can be maintained properly, can improve employee performance, and vice versa. This can show that employee performance is very dependent on the ability to pay attention to these factors, and there are many factors that can influence employee performance, including transformational leadership, self-efficacy, and employee engagement.

The study of employee performance in this research was carried out at the Semarang City Regional Revenue Agency (Bapenda). Bapenda is also one of the OPDs that does not escape the performance assessment of its employees, where one of the performance assessments can be seen from the amount of regional income obtained in each period. The Semarang City Regional Revenue Agency (Bapenda) has innovated by implementing an online system for collecting regional taxes in the context of optimizing and transparency of regional tax revenues. The online tax system includes an online SPTPD reporting system, payment system, monitoring system for taxpayers' online business transactions, as well as regional tax administration. This online system was implemented to optimize regional tax collection carried out by the Semarang City Bapenda so that it has an impact on increasing Semarang City regional income. The current phenomenon is that managing the online tax system requires human resources (HR) who are qualified and able to work well, while the existing human resources still need to improve their quality and competence so that they can carry out collections and provide maximum service in order to optimize Original Income. Area. (www.bapenda.semarangkota.go.id).

Bapenda Semarang as the OPD which is directly responsible to the Mayor of Semarang in managing regional revenues must always strive to improve employee performance so that the success of Bapenda Semarang in achieving its goals can be realized more easily. Implementing efforts to improve performance is not an easy thing for every employee or organization. This is because there are various kinds of obstacles experienced, both from the employee's internal and external environment, which will have an impact on the performance achievement of the Semarang City Bapenda. The results of the work of the Semarang City Bapenda show that the total regional income of Semarang City for the past five years has still not reached the expected target. The highest amount of income is of course in 2021 with an amount of 4,634,081,098,820 rupiah, because there are more and more sources of regional taxes that can become regional income such as malls, hotels, levies, tourism, etc., while the lowest amount is in 2017 with the amount is 3,964,574,307,584 rupiah. Meanwhile, the highest achievement target occurred in 2020, which reached 99.09 percent, while in 2021 the achievement target decreased to 90.58 percent and even became the lowest achievement target in the period 2017 to 2021. This is of course a problem for the Semarang City Bapenda as the OPD which is responsible for collecting Semarang City revenue, so that the performance of employees in collecting revenue, especially regional taxes, is more optimal, so that it will have an impact on increasing regional income.

The problem phenomenon indicated by the achievement of targets that are not yet optimal can occur due to various factors, including transformational leadership that has not been implemented more optimally, where the leader's role as a reliable motivator for his subordinates is still not optimal, as well as a lack of individual attention from the leader so that it can have a direct impact on employee performance that is not yet optimal. Other problems also occur due to a lack of self-efficacy in employees, where this occurs due to a lack of confidence that employees have in their abilities to overcome all problems that occur in their work, resulting in them not being optimal in maximizing their abilities. The Semarang City Bapenda must always pay attention to the transformational leadership implemented in the OPD, as well as pay attention to the level of self-efficacy of its employees, considering that these two factors can influence increased employee performance.

Research by Al-Amin (2017), Afiani et al., (2019), Cahyani & Siswanto (2019), Tasnim & Yulihasri (2020), and Hardiyanti et al., (2022) states that transformational leadership has a positive and significant effect on employee performance , but it is different from the research results of Rafia et al., (2020) which stated that transformational leadership had a positive but not significant effect on employee performance. The research results of Ardi et al., (2017), Arifin et al., (2021), Maria et al., (2021) Pulungan & Rivai (2021) and Wibowo & Priyono (2022) state that self-efficacy has a positive and significant effect on employee performance, however, this is different from the research results of Permata Sari & Candra (2020) which stated that self-efficacy has a positive but not significant effect on employee performance.

Good performance requires employees who have a high attachment to the organization. A high sense of engagement not only makes employees more loyal or committed to the organization, but also provides all the abilities that employees have for the development and success of the organization in achieving its goals. This shows that employee performance can be formed from employee engagement within the employee, so that employee engagement can mediate transformational leadership and self-efficacy on employee performance. This is in line with the research results of Cahyani & Siswanto (2019) and Tasnim & Yulihasri (2020) which found that employee engagement can mediate the influence of transformational leadership on employee performance. The research results of Ardi et al., (2017), Arifin et al., (2021) and also Pulungan & Rivai (2021) found that employee engagement can mediate the influence of self-efficacy on employee performance. Therefore, this research uses employee engagement as a mediating variable for the influence of transformational leadership and self-efficacy on employee performance.

Description of the problem phenomenon and also the research gap phenomenon, the researcher determined the influence of transformational leadership and self-efficacy on employee performance with employee engagement as a mediating variable, and selected Semarang City Bapenda employees as research samples so that they were expected to obtain better results. Researchers conducted research with the title of this research "The Influence of Transformational Leadership and Self-Efficacy on Employee Performance through Employee Engagement as Mediation (Study of Semarang City Bapenda Employees)".

METHOD

This type of research is quantitative, with an explanatory research approach, which is a research method intended to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2019). The use of the explanatory research method is to test the hypothesis that has been proposed, so it is hoped that this research can explain the influence between the independent variables, intervening variables and dependent variables in the hypothesis. These variables are transformational leadership, self-efficacy, employee engagement, and employee performance. Variable measurement uses a Likert scale from 1 – 5, with a score of 1 = strongly disagree, and a score of 5 = strongly agree. The population used in this research were all employees who worked in the Semarang City Regional Revenue Agency (Bapenda) OPD with a total of 159 employees consisting of 117 ASN and 42 non-ASN. The number of research samples was 114 taken from the Slovin formula, with a proportionate random sampling technique, which is a technique used if the research population has members/elements that are not homogeneous and are also proportionally stratified. Data analysis will use path analysis using SPSS software version 24.0 and sobel test.

Table 1: Operational Definition of Variables

No	Variable	Operational definition	Indicator
1.	Transformational Leadership (X1)	A leadership style that is able to inspire, have influence, and can provide motivation to followers so that they are willing to work more productively to achieve the organization's vision and mission by putting aside personal interests so that it has an impact on increasing performance to achieve goals	1. Charisma 2.Inspirational motivation 3.Intellectual stimulation 4.Individual attention Source: Robbins & Judge, (2018)
2.	Self Efficacy (X2)	An employee's perception or belief regarding how much ability he has to motivate cognitive resources and carry out certain work tasks or responsibilities, and be able to overcome every obstacle and achieve goals in order to achieve the expected results.	1. ability to deal with any situation 2. Belief in the ability to drive motivation 3. Confidence in achieving the set targets 4. Confidence in the ability to solve problems 5. Expectations of results Source: Iis & Yunus (2016)
3.	*Employee Engagement* (Z)	A positive attitude shown by an employee through the employee's high emotional and intellectual	M1. Have high energy at work 2. Resilience at work

No	Variable	Operational definition	Indicator
		attachment and relationship to the job, organization, company, leadership and co-workers as well as the values of the organization so that it can influence the increase in the best possible contribution to the goals organization	3. Be persistent in completing work 4. Enthusiastic about work 5. Feeling proud of your work 6. Time flies when working 7. Totality and feeling happy when working Source: Ardi et al., (2017)
4.	Employee Performance (Y)	Achievement of the work results of an employee in an organization or work unit in the organization both in terms of quality and quantity related to the tasks assigned in accordance with the specified SKP and work behavior that must be carried out within a certain time period	1. Employee performance targets 2. Quality of employee work 3. Quantity of employee work 4. Punctuality in completing work 5. Employee discipline Source: Government Regulation Number 30 of 2019

Source: Primary data processed, 2023.

RESULTS AND DISCUSSION

Descriptive Analysis of Variables

The results of respondents' responses to transformational leadership are good, it can be seen from the average value of respondents' responses of 4.19 which is included in the high criteria, and it can be seen from the number of respondents who gave agree and strongly agree responses. Respondents' responses to self-efficacy were good, it can be seen from the average value of respondents' responses of 4.16 which is included in the high criteria, and it can be seen from the number of respondents who gave agree and strongly agree responses. Respondents' responses to employee engagement are good, it can be seen from the average value of respondents' responses of 4.10 which is included in the high criteria, and it can be seen from the number of respondents who gave agree and strongly agree responses. Respondents' responses to employee performance are good, it can be seen from the average value of respondents' responses of 4.19 which is included in the high criteria, and it can be seen from the number of respondents who gave agree and strongly agree responses.

Goodness of Fit Test

Coefficient of Determination

The resulting coefficient of determination is 0.663, meaning that transformational leadership, self-efficacy and employee engagement can explain 66.3 percent of the variation in employee performance variables, while the remaining 33.7 percent of the variation in employee performance can be explained by other variables that were not studied or not included in the model. The resulting coefficient of determination is 0.522, meaning that transformational leadership and self-efficacy can explain 52.2 percent of the variation in employee engagement variables, while the remaining 47.8 percent of employee engagement variation can be explained by other variables that were not studied or not included in the model.

F Statistical Test

The results of the F statistical test show that the significance value resulting from each first stage regression model and also the second stage regression model is 0.000, smaller than 0.05. These results can be concluded that the first stage regression model and the second stage regression model can be said to be fit and significant, so they are suitable for use. This can be seen in the following table:

Table 4. Goodness of Fit Test Results

Model	R-Square	Adjusted R-Square	F Count	Sig value.
First Stage Regression Model	0,672	0,663	75,214	0,000
Second Stage Regression Model	0,531	0,522	62,743	0,000

Source: Primary data processed, 2023.

Hypothesis testing

The regression coefficient value for the transformational leadership variable is 0.191 and is positive, the calculated t value is greater than the t table (2.428 > 1.982), and the significance value is 0.017 smaller than 0.05. The result of the decision is to accept the alternative hypothesis (Ha). This means that hypothesis one which states that transformational leadership has a positive and significant effect on employee performance is statistically acceptable, so that with higher levels of transformational leadership, employee performance will increase. The self efficacy regression coefficient value is 0.186 and is positive, the calculated t value is greater than the t table (2.335 > 1.982), and the significance value is 0.021 smaller than 0.05. The result of the decision is to accept the alternative hypothesis (Ha). This means that hypothesis two which states that self-efficacy has a positive and significant effect on employee performance is statistically acceptable, so that with higher self-efficacy, employee performance will increase. The regression coefficient value for the employee engagement variable is 0.536 and is positive, the calculated t value is greater than the t table (6.727 > 1.982), and the significance value of 0.000 is smaller than 0.05. The result of the decision is to accept the alternative hypothesis (Ha). This means that hypothesis three which states that employee engagement has a positive and significant effect on employee performance is statistically acceptable, so that the higher employee engagement an employee has, the more employee performance will increase.

The regression coefficient value for the transformational leadership variable is 0.386 and is positive, the calculated t value is greater than the t table (4.475 > 1.982), and the significance value of 0.000 is smaller than 0.05. The result of the decision is to accept the alternative hypothesis (Ha). This means that hypothesis four which states that transformational

leadership has a positive and significant effect on employee engagement is statistically acceptable, so that the higher the level of transformational leadership, the higher the employee engagement will be. The regression coefficient value for the self-efficacy variable is 0.415, the calculated t value is greater than the t table (4.810 > 1.982), and the significance value is 0.000, which is smaller than 0.05. The result of the decision is to accept the alternative hypothesis (Ha). This means that if hypothesis five states that self-efficacy has a positive and significant effect on employee engagement, statistically it can be accepted, so that the higher the self-efficacy that employees have, the higher employee engagement will be. More details can be seen in the following table:

Table 5. Hypothesis Test Results

Influence of Variables	Standardized Coefficients Beta	Valuet count	Value Sig.	Information
Transformational Leadership → Employee Performance	0,191	2,428	0,017	H1 Diterima
Self Efficacy → Employee Performance	0,186	2,335	0,021	H2 Diterima
Employee Engagement → Employee Performance	0,536	6,727	0,000	H3 Diterima
Transformational Leadership→ *Employee Engagement*	0,386	4,475	0,000	H4 Diterima
Self Efficacy → Employee Engagement	0,415	4,810	0,000	H4 Diterima

Source: Primary data processed, 2023.

Mediation Test

Sobel test calculator is used to determine the suitability of mediating variables. The calculation results for each significance are below 0.05. This means that the employee engagement variable can have a significant influence or mediate the influence between the variables of transformational leadership and self-efficacy on employee performance.

Figure 2. Sobel Test Results of the Effect of Transformational Leadership and Self-Efficacy on Employee Performance through Employee Engagement
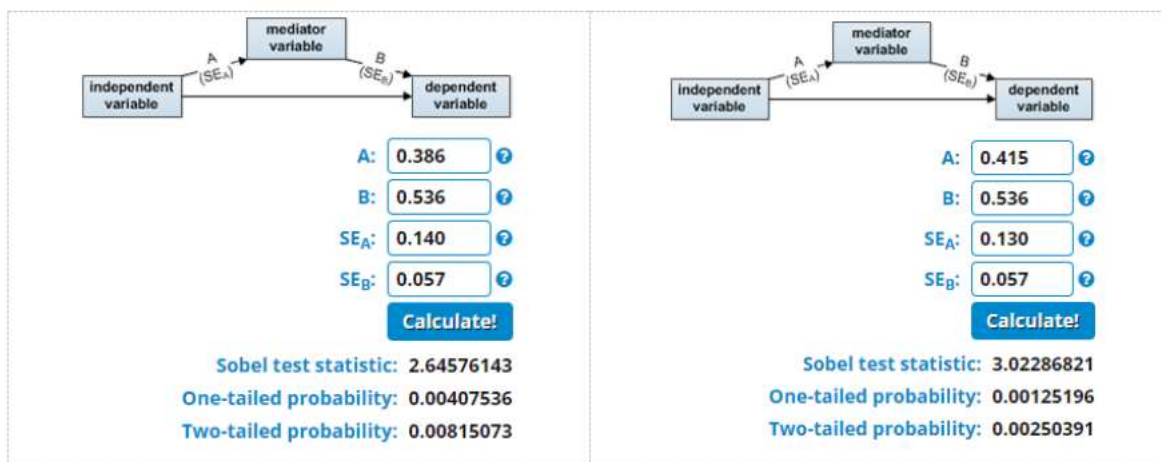
Source: Primary data processed, 2023.

The Sobel test statistic value is greater than the t table value of 2.645 > 1.982 and the significant value of 0.008 is smaller than 0.05. This means that employee engagement can significantly mediate the influence of transformational leadership on employee performance. These results mean that employee engagement can function as partial mediation of the influence of transformational leadership on employee performance. The Sobel test statistic value is greater than the t table value of 3.022 > 1.982 and the significant value of 0.002 is smaller than 0.05. This means that employee engagement can significantly mediate the influence of self-efficacy on employee performance. These results can be concluded if employee engagement can function as partial mediation of the influence of self-efficacy on employee performance

CONCLUSION

To improve employee performance, it is not enough just to use transformational leadership and self-efficacy, but also requires a high level of employee engagement from Semarang City Regional Revenue Agency employees, so that transformational leadership, self-efficacy and employee engagement must be combined to improve employee performance. . Conclusions that can be drawn from the research results include that transformational leadership, self-efficacy, and employee engagement have a positive and significant effect on employee performance. Transformational leadership and self-efficacy have a positive and significant effect on employee engagement. Employee engagement mediates the influence of transformational leadership on employee performance. Employee engagement mediates the influence of self-efficacy on employee performance.

Research Limitations and Future Research Agenda

Based on the research results obtained, it shows that there are still limitations to these results, including the data collection process through questionnaires which takes quite a long time, and there are no open questions regarding each variable in the research, so that the answers obtained are only based on predetermined opinions. by researchers alone, without giving respondents the opportunity to provide arguments regarding their opinions.

Based on the limitations of the research results, it is hoped that further research will make good use of research time, and as much as possible, especially in distributing research questionnaires. It is hoped that researchers will take the time to wait when taking the questionnaire, so that the data collection process will be more optimal and the data collected for the better, because respondents will not be in a hurry or understand the contents of the

questionnaire very well before the intended respondent responds to the statements proposed by the researcher. It is hoped that future research will also add open questions for respondents to express their opinions about the variables asked, so as to get stronger and more detailed answers to the questions asked.

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